

AD-A081 735

DEPUTY CHIEF OF STAFF FOR PERSONNEL (ARMY) WASHINGTON DC  
MANNING THE FORCE. (U)  
DEC 79 W J NEHL, D PHILLIPS, A BAKER

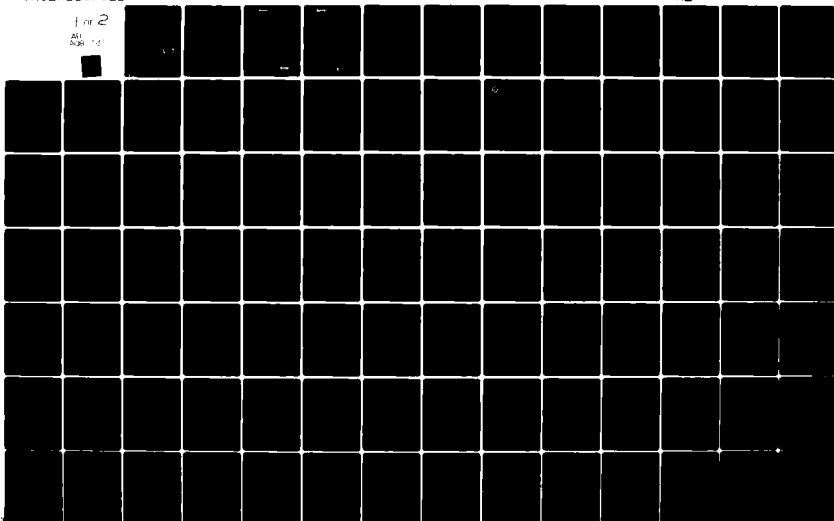
F/6 5/9

UNCLASSIFIED

NL

1 of 2

AD  
508 1-2





**LEVEL**

(2)  
b.s.

AD: \_\_\_\_\_

AD A081735

**MANNING THE FORCE**

**Final**

**Task Force Report**

**DTIC  
ELECTE  
MAR 12 1980  
S D  
A**

Headquarters, Department of the Army  
Office of the Deputy Chief of Staff  
for Personnel

**December 1979**

**Approved for Public Release, Distribution Unlimited**

**80 3 12 004**

6  
MANNING THE FORCE.

Final Task Force Report

11 31 December 1979

10  
AUTHORS

Brigadier General Walter J. Mehl  
Colonel Don Phillips  
Colonel Arnold Baker  
Lieutenant Colonel John E. Faucette  
Lieutenant Colonel Joseph R. Gaston  
Lieutenant Colonel John M. Hall  
Lieutenant Colonel Preston W. Holtry  
Mr. Harold Martinek  
Lieutenant Colonel Carlos M. Matthews  
Lieutenant Colonel Thomas E. Rea III  
Major(P) Milivoj Tratensek  
Lieutenant Colonel Robert W. Weary, Jr.  
Miss Martha Nadine Smith  
Miss Lynda Poole

12 1320

9 Final rept.  
Aug - Dec 79

Accession For	
File	
DATE	
Unannounced	
Justification	
By	
Signature	
Special	

Approved for Public Release, Distribution Unlimited

110 325

HL

**UNCLASSIFIED**

SECURITY CLASSIFICATION (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) MANNING THE FORCE  Task Force Report		5. TYPE OF REPORT & PERIOD COVERED Final Aug-Dec 79
7. AUTHOR(s)  Brigadier General Walter J. Mehl, et al		6. PERFORMING ORG. REPORT NUMBER
9. PERFORMING ORGANIZATION NAME AND ADDRESS HQDA (DAPE-MB) Washington, D. C. 20310		8. CONTRACT OR GRANT NUMBER(s)
11. CONTROLLING OFFICE NAME AND ADDRESS Headquarters, Department of the Army Deputy Chief of Staff for Personnel Washington, D. C. 20310		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		12. REPORT DATE 31 December 1979
		13. NUMBER OF PAGES
		15. SECURITY CLASS. (of this report)  UNCLASSIFIED
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report)  Approved for public release; distribution unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)  Approved for public release; distribution unlimited.		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) Manpower, management, total Army, Total Force, All-volunteer Army, Army National Guard, Army Reserve, Individual Ready Reserve, Recruiting, Retention, Training, Distribution, Education, Bonus, Incentives, Quality of Life, FPBS, SELCOM, Personnel, Reserve Components, Accessions, Medical Standards, Qualification Testing		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The mission of the Task Force was to seek ways to improve recruiting, retention, and manpower management of the total force in peacetime and under mobilization. Task Force efforts concentrated on developing a range of options/concepts which could compete in the FPBS for eventual resolving/implementation. Twenty-four concepts were ultimately presented to the SELCOM on 14 Dec 79; subsequently 20 concepts were deemed feasible for detailed staffing/analysis.		

DD FORM 1 JAN 73 1473 EDITION OF 1 NOV 65 IS OBSOLETE

**UNCLASSIFIED**

**UNCLASSIFIED**

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

**DISTRIBUTION:**

**SAMR**

**SAPA**

**SALL**

**DAAC**

**DAAG**

**DAAR**

**DACA**

**DACH**

**DACS**

**DAEN**

**DAIG**

**DAJA**

**DALO**

**DAMA**

**DAMI**

**DAMO**

**DIRECTOR, ARMY NATIONAL GUARD**

**DAPC**

**DAPE**

**DASG**

**COMMANDER IN CHIEF**

**US ARMY, EUROPE AND SEVENTH ARMY**

**COMMANDERS**

**US ARMY MATERIEL DEVELOPMENT AND READINESS COMMAND**

**US ARMY INTELLIGENCE AND SECURITY COMMAND**

**US ARMY COMMUNICATIONS COMMAND**

**US ARMY INTELLIGENCE AGENCY**

**MILITARY TRAFFIC MANAGEMENT COMMAND**

**US ARMY MILITARY DISTRICT OF WASHINGTON**

**US ARMY CRIMINAL INVESTIGATION COMMAND**

**US ARMY HEALTH SERVICES COMMAND**

**US ARMY FORCES COMMAND**

**US ARMY TRAINING AND DOCTRINE COMMAND**

**US ARMY, JAPAN**

**EIGHTH US ARMY**

**US ARMY RECRUITING COMMAND**

**US ARMY CORPS OF ENGINEERS**

**US ARMY WESTERN COMMAND**

**SUPERINTENDENT US MILITARY ACADEMY**

**THE ARMY LIBRARY**

**DEFENSE LOGISTICS STUDIES INFORMATION EXCHANGE**

**ARMY WAR COLLEGE**

**COMMAND AND GENERAL STAFF COLLEGE**

**NATIONAL WAR COLLEGE**

**ARMED FORCES STAFF COLLEGE**

**UNCLASSIFIED**

## FOREWORD

The general mission of the task force focused on seeking ways to improve recruiting, retention, and manpower management in the total force under conditions of peace and mobilization. With such a broad mission and limited time the efforts of the task force were concentrated on defining a range of options and concepts rather than developing detailed analysis in support of a few concepts. Accordingly, costs included for those concepts considered feasible are estimates and will require additional analysis.

Prioritization was not attempted. The task force measured each concept separately but considered its relative impact on associated concepts or on-going programs with an eye toward offering an integrated approach to manning the total force. It is expected that the Planning, Programming and Budgeting System process, with its inherent trade-off-decision-making, will set priorities.

## TABLE OF CONTENTS

	<u>PAGE</u>
REPORT DOCUMENTATION	1
FOREWORD	111
TABLE OF CONTENTS	1v
EXECUTIVE SUMMARY	1-1
STUDY REPORT	2-1
INCL 1: TASK FORCE ORGANIZATION AND MEMBERSHIP	2-8
INCL 2: SUMMARY OF INTERVIEWS AND STAFF VISITS	2-10
ANNEX A: STUDY DIRECTIVE	A-1
ANNEX B: ESSENTIAL ELEMENTS FOR ANALYSIS	B-1
ANNEX C: TASKING OF APPROVED INITIATIVES	C-1
ANNEX D: OTHER IDEAS/ISSUES CONSIDERED	D-1



## PART I

### EXECUTIVE SUMMARY

- 1-1 BACKGROUND: Active and reserve forces are insufficient to meet current and mid-term projected needs. Numerous actions are ongoing throughout the Army to solve or alleviate the impact of problems across the spectrum of structure, manpower, and people activities. The critical nature of the manning problem makes it imperative to find ways to increase manpower and to improve manpower management.
- 1-2 PURPOSE: The Manning the Force Study Group was formed by direction of the Deputy Chief of Staff for Personnel under the provisions of HQDA Letter 5-79-6, 24 August 1979, to find ways to improve manning the total Army force under conditions of peace and mobilization (Annex A).
- 1-3 FINDINGS: After various informal coordinating processes, 24 concepts were briefed for information to the SELCOM on 14 December 1979. The SELCOM provided general guidance regarding the actions the Army Staff should take (Annex C). Following is a synopsis of 20 concepts, or portions thereof that the SELCOM considered to have merit:
- a. CONCEPT: Link forgiveness of HEW educational loans to military service
- FEATURES: - Complete or partial forgiveness of HEW educational loans, dependent upon terms of service in the active Army or in Selected Reserve Troop Program Units
- Loan repayment reduced \$2,500 or one-third, whichever is larger, for each year of active service - maximum \$4000 per year
  - Loan repayment reduced \$750 or one-tenth, whichever is larger, for each year of Selected Reserve Troop Program Unit service

b. CONCEPT: Short-term enlistment with 'GI Bill' for selected personnel

FEATURES: - Targeted on college oriented youth (Mental Category I-III A, High School diploma graduates)

- Soldier accumulates \$7500 in education funds for each year of active duty (maximum \$15,000)

- Applies only to active component personnel

- Increase MSO to eight years

- Effective trade-off between inflation and military service

c. CONCEPT: Modification of Veteran's Education Assistance Program (VEAP)

FEATURES: - Reduce individual's monthly contribution to \$25

- Government continues to match individual's contribution two for one

- "KICKER": \$9,400 for three years active service (can be adjusted)

- Total education benefit nets to \$12,100

d. CONCEPT: TPU enlisted scholarship program

FEATURES: - Primary target community college and technical school students (also open to four year college students)

- \$100 per month subsistence allowance not to exceed 36 months

- Training during two summers

- Four years TPU program minimum requirement

- Potential feed to ROTC program

- Overfill TPU in some college communities

e. **CONCEPT:** Stripes for hard-to-fill MOS

**FEATURES:** - Enters service as E-2

- Promote to E-3 upon successful completion of AIT
- Use only for selected hard-to-fill MOS (mostly combat arms)
- May be used in conjunction with other incentives
- Available to HSDG, MCI-IIIA

f. **CONCEPT:** Dual training for soldiers with combat MOS

**FEATURES:** - Two years in a combat arms with retraining option into a skill with civilian application at end of second year

- Minimum four year total enlistment
- Second skill restricted to short AIT type training

g. **CONCEPT:** Bonus for TPU

**FEATURES:** - Increase enlistment bonuses in amounts up to \$2,400 (\$1,500 currently)

- Paid for hard-to-fill skills
- Amount variable dependent upon skill need

h. **CONCEPT:** Expand eligibility for TPU enlistment bonuses

**FEATURES:** - Pay bonus for hard-to-fill skills in all TPU

- Amounts variable according to skill/deployment needs

i. **CONCEPT:** Interregional recruiting for TPU

**FEATURES:** - Recruit TPU personnel for units in geographic areas other than close to enlistee's home

- Overfill local TPU units for drill attendance
- Assignments to underfilled unit for accounting, mobilization, and annual training

j. CONCEPT: Expansion of the man-day-space (MDS) program in support of RC recruiting

FEATURES: - Increases money to provide additional 114K MDS for RC personnel to support recruiting (returns to 1978 levels)

- MDS program authorizes bringing RC members on active duty for short periods of time (1-3 days) to generate enlistment leads

- MDS for USAR to be controlled by USAREC

- MDS for ARNG to be controlled by NG

k. CONCEPT: In service recruiting (ISR) for reserve components (RC)

FEATURES: - Establish AC unit quotas for TPU enlistments (second priority to AC re-ups)

- Measure in conjunction with re-up program

- Accelerate development of an automated station listing for RC and integrate with RETAIN at installation level

l. CONCEPT: Recruit RC personnel to peacetime manning objectives

FEATURES: - Based on recommended enlistment and reenlistment incentives/options plus other ongoing actions/programs (i.e., recruiter aides)

- Potential for earliest fill by late FY 82

m. CONCEPT: Enlistment referral program

FEATURES: - Adjunct to total Army recruiting program

- Chain of command stimulated/measures

- Emphasis on potential for enlistment not quantity of leads

- Mechanism for feedback (USAREC to MACOM to unit to individual) for leads resulting in enlistment

n. CONCEPT: IRR local detachments for peacetime C&C for mobilization

FEATURES: - Approximately 100 members per detachment

- Small cell (IRR people) assists personnel management, refresher training, MOB recall plans

- Improves mobilization show rate

- Promotes extended IRR service

- Joint use of USAR and other facilities

- Counterpart training option with local TPU (potential feed for TPU)

- Supports accelerated expansion of EPMS-USAR

o. CONCEPT: Certain divisions recruit their own soldiers

FEATURES: - Use DRAP program to recruit

- One year stability

- Rotate assignment with overseas "sister" divisions (or forward deployed brigade)

p. CONCEPT: Modification of current replacement system to increase cohesion

FEATURES: - Test replacement program to provide section, team, crew, or squad replacements from CONUS to USAREUR

- Involve 1st Infantry, 4th Infantry, 2d ARMD Division and their respective forward brigades in USAREUR

- Limit to CMF 11, 13, 19

q. CONCEPT: Duty position incentive program

FEATURES: - Geared to selected problem 3 digit MOS's

- Control by grade, area of assignment/work conditions (e.g., SIMOS, grade-structure problems)

- \$100 monthly allowance

r. CONCEPT: First sergeant position

FEATURES: - Institute incentive pay similar to the programs for drill instructors and recruiters

s. CONCEPT: Expeditious discharge program

FEATURES: - Support OSD plan to reduce eligibility period to 24 months

t. CONCEPT: Continuity of key personnel managers

FEATURES: - Give priority to maintaining minimum of two-year stability for ODCSPER directors

**PART II**  
**MAIN REPORT**

## PART II MAIN REPORT

### MANNING THE FORCE STUDY

- 2-1 BACKGROUND: Active and reserve forces are insufficient to meet current and mid-term projected needs. Numerous actions are ongoing throughout the Army and reserve components to solve or alleviate the impact of problems across the spectrum of structure, manpower, and people activities. The critical nature of the manning problem makes it imperative to increase manpower and improve manpower management efficiency. This report includes not only new or improved ideas/concepts but also those which may have been previously considered and rejected because of cost, or other reasons predominate at the time.
- 2-2 PURPOSE: The Manning the Force Study Group was formed by direction of the Deputy Chief of Staff for Personnel under the provisions of HQDA Letter 5-79-6, dated 24 August 1979, to find ways to improve manning of the total Army force under conditions of peace and mobilization (Annex A).
- 2-3 TASKS:
- a. Define Army requirements for manning the total force both in peacetime and under mobilization.
  - b. Evaluate ongoing and proposed programs, actions, and management techniques to determine if the Army has a capability and the correct focus to solve its force manning problems in a responsive manner.
  - c. Develop any alternative actions and/or shifts in focus that HQDA should take to insure that the total program is addressed in an integrated, timely manner.



d. Recommend specific actions in terms of the Army program, budget, policies procedures, legislation or organization, in priority order, needed to help ensure that the Army is able to properly man its force.

2-4 SCOPE: The effort encompassed all aspects of the total force manning process, to include organizational structure, staff and field relationships, operating policies, procedures and systems, and functional responsibilities, necessary for problem identification and solution.

2-5 ASSUMPTIONS:

- a. A 24 division force requirement is maintained.
- b. The national attitude remains constant.
- c. Unemployment patterns are constant.
- d. There will be no peacetime draft.
- e. There will be no Selective Service registration in the near term.
- f. Costs will continue upward.

2-6 METHODOLOGY:

a. Problem definition. The thrust of the study was defined in terms of the recognized acquisition shortfalls in all Components coupled with the perceived mobilization problems surfaced in MOBEX 78. Essential Elements of Analysis (EEA) were formulated to cover the spectrum of manpower and manpower-related issues in order to expose discrete issues/areas for the Task Force to investigate. EEA were disseminated to the ARSTAFF and to selected MACOM and agencies to further refine issues and to avoid duplication of effort with other ongoing studies and programs (Annex B). Informal staffing of TF-generated ideas was done throughout the course of the study effort.

b. Organization. The TF was organized into three functional teams: Acquisition, Retention and Manpower Management (Organization and Membership at Incl 1).

c. While the study included some considerations of officer and warrant officer acquisition/retention problems, the emphasis was placed on enlisted manning in all components - Active, USAR including the IRR and ARNG. Due to time restraints, the study group concentrated on the most pressing problem of enlisted manning although difficulties do exist in officer and civilian manning.

d. Literature search. Results of previous studies and after action reports were useful in providing background and focus for new ideas and early rejection of some concepts.

e. Personal interviews. Members of the academic community and Reserve Components, selected commanders and key staff members were interviewed by TF members to gain expert insight into a wide variety of ideas and concepts. (Interviews summary at Incl 2).

f. Control measures. Key staff and MACOM representatives provided advice and valuable background information throughout the study effort. A Study Advisory Group at the Colonel level met on 3 Oct and 7 Dec, and an IPR at the Director/Chief level was convened on 10 December. An information briefing concerning TF-derived concepts was presented to the SELCOM on 14 December.

2-7 MAJOR FINDINGS: Annex C contains the feasible concepts identified by the TF and as modified in accordance with SELCOM comments on 14 December 1979. The

resulting tasker to appropriate staff agencies is also included. Annex B is a list of other ideas which were considered by the TF and found to be supported by productive ongoing efforts, adopted for consideration, or rejected as impractical.

2 Incl

1. TF Organization and Membership
2. Summary of Interview

TASK FORCE COMPOSITION AND ORGANIZATION

<u>MEMBER</u>	<u>PARENT ORGANIZATION</u>
Brigadier General Walter J. Mehl, Director	ODCSPER
Colonel Don Phillips, Executive Officer	ODCSPER
 <u>TEAM A (MANAGEMENT)</u>	
COL Arnold Baker	USAR
LTC John E. Faucette	ODCSPER
LTC Preston W. Holtry	ODCSOPS
 <u>TEAM B (ACQUISITION)</u>	
LTC Carlos M. Matthews	ODCSPER
LTC Joseph R. Gaston (Part-time)	USAREC
LTC Thomas E. Rea III	TAGO
 <u>TEAM C (RETENTION)</u>	
LTC John M. Hall	TAGCEN
LTC Robert W. Weary Jr.	MILPERCEN
MAJ(P) Milivoj Tratensek	ODCSPER
Mr. Harold Martinek	ARI
 <u>SUPPORTING STAFF</u>	
Ms. Nadine Smith	
Ms. Lynda Poole	

### **Significant Task Force Actions, Visits or Interviews**

Frequent consultation was sought with experts in personnel and manpower functional areas and from policy proponents. Among the more significant were:

USAREC 9-10 Oct - BG Mehl and LTC Rea received an orientation of the organization

USA RCPAC 11 Oct - BG Mehl, LTC Rea and LTC Holtry were briefed on IRR management and the reserve component administrative functions

Symposium on the Citizen-Soldier in Today's World, at St. Mary's College, 5-6 Oct, Winooski, VT - LTC Rea and LTC Hall participated in the Symposium

USAREC, 29-30 Nov - LTC's Matthews and Rea, wrote/published Total Army Recruiting Support Plan

NE Region, Recruiting Command, and Baltimore District - BG Mehl, LTC Matthews and MAJ(P) Tratensek were briefed on the Region operations and observed methods/employed in a recruiting station

Air Force Personnel Center, San Antonio, TX - BG Mehl, LTC Matthews and LTC Weary were briefed on Air Force Recruiting Operations

MAJ(P) Tratensek attended Accessions Management Conference

Conferences were held with Dr. Charles C. Moskos, Jr.\*, BG Paul D. Phillips (Ret) and SMA William A. Connelly

\* Professor at Northwestern University, Evanston, Illinois

**ANNEX A: STUDY DIRECTIVE**



**DEPARTMENT OF THE ARMY**  
**OFFICE OF THE ADJUTANT GENERAL AND THE ADJUTANT GENERAL CENTER HQDA Ltr 5-79-6**  
**WASHINGTON, D.C. 20314**

DAPE-MB (M) (24 Aug 79)

S-27 August 1979  
24 August 1979

Expires 31 March 1980

**SUBJECT: Manning the Force Study**

**SEE DISTRIBUTION**

1. Purpose. This letter provides for the establishment of a task force to examine problems bearing on the manning of the total Army force under conditions of peace and war in order to recommend refined or alternative actions.

2. Background.

a. Active and reserve forces are insufficient to meet current and mid-term projected needs.

b. Numerous actions are ongoing to solve or alleviate the impact of problems across the spectrum of structure, manpower, and people activities.

3. Study Agency. Office, Deputy Chief of Staff for Personnel (ODCSPER), will sponsor and conduct the study.

4. Mission. The mission of the task force is to -

a. Define Army requirements for manning the total force in peace and under mobilization.

b. Evaluate ongoing and proposed programs, actions, and management techniques to determine if the Army has the ability and correct focus to solve its force manning problems in a responsive manner.

c. Develop any alternative actions and/or shifts in focus that HQDA should take to insure the total problem is addressed in an integrated, timely manner.

d. Recommend specific actions in terms of The Army Program, budget, policies, procedures, legislation, or organization, in priority order, needed to help insure that the Army is able to properly man its force.

**SUBJECT: Manning the Force Study**

5. Scope. The effort will encompass those aspects of the total force manning process to include organizational structure, staff and field relationships, operating policies, procedures, and systems, and functional responsibilities necessary for problem identification/solution.

a. Assumptions. To be developed by the Task Force.

b. Essential elements of analysis. (EEA) To be developed by the Task Force.

6. Responsibilities.

a. ODCSPER (DAPE-MB):

- (1) Organize the Task Force.
- (2) Control the Study effort.
- (3) Provide full-time Task Force Chairman, Rank-Brigadier General.
- (4) Provide full-time Task Force Executive Officer, Rank-Colonel.
- (5) Provide clerical and administrative support.
- (6) Report findings and recommendations under the provisions of AR 5-5.

b. Full-time working members (04/05 or GS-13/14) from ODCSPER, TAGO, MILPERCEN, USAREC, RCPAC, ARI. (See Inclosure 1 for specific qualifications.)

c. Optional member or a POC who is knowledgeable of their organization's management functions and responsibilities that impact on manning the force from TRADOC (ADMINCEN), FORSCOM, DARCOM, USACC, HSC, ODCSOPS, COA, TSG, PAE, CAR AND NGB.

7. Literature Search. The Task Force will prepare a list of past and ongoing studies related to the issue and prescribe any additional requirements for the study agency.

8. References. To be determined by the Task Force.

9. Staff Relationships.

a. The Task Force chairman is authorized direct access to OSA, Army staff agencies, major commands and field activities to obtain information and assistance in connection with the study.

b. Tasking for ARSTAFF will be accomplished through the DAS.

c. The study group chairman will invite representatives of OSA offices to consult with the study group as required.

10. Direction and Control.

a. The Task Force chairman will report to the Deputy Chief of Staff for Personnel.



SUBJECT: Manning the Force Study

b. The study will be conducted in accordance with the milestone schedule at Inclosure 2 and each IPR shall be preceded by an O-6 level Study Advisory Group (SAG) conference. SAG and IPR participants will be representatives of the organizations on the distribution list.

11. Administrative Support.

a. All administrative support (space, clerical, equipment) will be provided by ODCSPER.

b. Funds for travel, per diem, and overtime will be provided by the parent organization of the study group member. Other costs incident to and in support of this effort will be provided by ODCSPER.

c. Names of study group members/points of contact should be provided to COL Don Phillips (694-3209) NLT 27 August 1979.

d. Control Procedures.

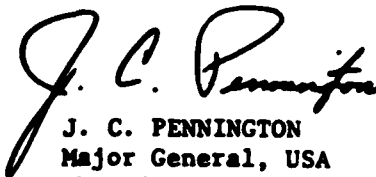
(1) The Task Force Actions will be guided by the provisions of AR 5-5.

(2) The Task Force Chairman will be BG Walter J. Mehl, Deputy Director of Manpower, Plans and Budget Directorate, ODCSPER, HQDA. The Task Force Executive Officer will be COL Don Phillips, AV 224-3209.

e. Action Document. As required the Task Force will prepare findings, recommendations and publish final report in accordance with milestone schedule at Inclosure 2.

BY ORDER OF THE SECRETARY OF THE ARMY:

Incl 2  
as

  
J. C. PENNINGTON  
Major General, USA  
The Adjutant General

**SUBJECT: Manning the Force Study**

**DISTRIBUTION:**

**OFFICE, SECRETARY OF THE ARMY**

**SAPA-ZX**

**HQDA (DAAG-ZA)**

**HQDA (DAAR-ZA)**

**HQDA (DACH-ZA)**

**HQDA (DACS-DPZ-A)**

**HQDA (DAMI)**

**HQDA (DAMO-TR)**

**HQDA (NGB-ZA)**

**HQDA (DAPC-ZA)**

**HQDA (DAPE-ZA)**

**HQDA (DAPE-CP)**

**HQDA (DAPE-HR)**

**HQDA (DAPE-MB)**

**HQDA (DAPE-MBA)**

**HQDA (DAPE-MBB)**

**HQDA (DAPE-MBM)**

**HQDA (DAPE-MBP)**

**HQDA (DAPE-MBR)**

**HQDA (DAPE-MBS)**

**HQDA (DAPE-MBU)**

**HQDA (DAPE-MP)**

**HQDA (DAPE-PER1)**

**HQDA (DASG-ZA)**

**COMMANDERS**

**US ARMY DEVELOPMENT AND READINESS COMMAND**

**US ARMY FORCES COMMAND**

**US ARMY TRAINING AND DOCTRINE COMMAND**

**US ARMY RESERVE COMPONENTS PERSONNEL AND ADMINISTRATION CENTER**

**US ARMY ADMINISTRATION CENTER**

**US ARMY COMMUNICATIONS COMMAND**

**US ARMY HEALTH SERVICES COMMAND**

## **FULLTIME MEMBERSHIP**

1. All members must be knowledgeable of their organization's management functions and responsibilities that impact on manning the force.

### **2. ORGANIZATIONS REPRESENTED**

### **QUALIFICATIONS OF MEMBERS**

DMPB

Experience in personnel systems matters.

DMPM

Experience in broad enlisted personnel management matters.

DHRD

Experience in incentive and retainability matters.

TAGO

Experience in incentive and retainability.

MILPERCEN

Experience in across-the-board personnel management programs.

USAREC

Experience in broad recruiting management.

RCPAC

Experience in mobilization planning.

ARI

Experience with recruiting and retention issues.

INCLOSURE 1

MILESTONE CHART

<u>DATE</u>	
23 August 1979	Charter approved
28 August 1979	Study group fully manned
28 September 1979	IPR conducted for VCSA/DCSPER
2 October 1979	IPR conducted for APC/SELCOM
14 December 1979	Brief findings and recommendations to VCSA/SELCOM
8 January 1980	Staff draft report
31 January 1980	Publish final report

Inclosure 2

**ANNEX B: ESSENTIAL ELEMENTS FOR ANALYSIS**

# DISPOSITION FORM

For use of this form, see AR 340-15, the proponent agency is TAGCEN.

REFERENCE OR OFFICE SYMBOL	SUBJECT
DAPE-MB(M)	Manning the Force Study

TO SEE DISTRIBUTION FROM DAPE DATE 12 Sep 79 CMT 1  
LTC Rea/756-1355/mns

1. Reference HQDA letter 5-79-6, 24 Aug 79, subject as above, Inclosure 1.
2. Above reference established the Manning the Force Study Group and provided authority for that group to task agencies, major commands, and field activities for assistance pertinent to the study. This DF is the initial tasker for information.
3. To provide a basis for inquiry, the study group has developed Essential Elements for Analysis (EEA) which are being distributed to agencies, commands, and activities for a comprehensive review. The list of EEA (Inclosure 2) is not to be considered complete or representative of all problems inherent in manning the force. Rather, it represents a starting point from which additional EEA can be identified and investigated as the study progresses.
4. Action addressees are requested to provide information pertinent to the listed EEA which will answer both the direct and implied questions raised. Your submission should follow the format at Inclosure 3 and be in sufficient detail to provide the study group with a basis for further investigation. The intent is for you to provide a current status for each of the ideas represented by the EEA, so new studies are not necessary if the element has already been the subject of previous analysis. Whenever possible, you should furnish copies of backup documentation such as previously completed studies and similar related material to support your input. All of the information relevant to paragraph 4 (mission), Inclosure 1, should be considered and incorporated into your submission. You are requested to provide your results to the study group by 28 Sep 79.
5. Info addressees are invited to review the list of EEA at Inclosure 2 and to furnish information on any EEA which falls within your area of interest. Any input you desire to submit should follow the guidelines in paragraph 4 above and should be sent to the study group by 28 Sep 79.
6. In most cases, your response will be a description of current policy and will require varying degrees of research and evaluation. For those EEA which require extensive research, the suspense date may be adjusted by coordination between the action agency POC and the responsible task force member.

DA FORM 2496

REPLACES DD FORM 96, WHICH IS OBSOLETE.

SUBJECT: Manning the Force Study

7. Questions regarding this tasker can be addressed to the Manning the Force Study Group, Room 1D531, Pentagon, Phone 697-7428.

FOR THE DEPUTY CHIEF OF STAFF FOR PERSONNEL:



WALTER J. MEHL  
Brigadier General, USA  
Director, Task Force

3 Incls

1. Ltr, DAPE-MB-(M), 24 Aug 79  
Subject: Manning the Force Study
2. List of EEA
3. Format for Agency Analysis of  
EEA

DISTRIBUTION:

SAMR (INFO)  
SAPA-ZX  
DAAC-ZX  
DAAG-ZX  
DAAR-ZX  
DACH-ZX (INFO)  
DACS-DPZ-A (INFO)  
DAEN-ZX  
DAJA-ZX (INFO)  
DALO-ZX  
DAMA-ZX  
DAMI-ZX  
DAMO-ZX  
DAPC-SGS  
DAPE-ZX  
DAPE-MB  
DAPE-MP  
DAPE-HR  
DAPE-PERI  
DASG-ZX  
NGB-ZX

COMMANDERS

US ARMY DEVELOPMENT AND READINESS COMMAND  
US ARMY FORCES COMMAND  
US ARMY TRAINING AND DOCTRINE COMMAND  
US ARMY COMMUNICATIONS COMMAND (INFO)  
US ARMY HEALTH SERVICES COMMAND (INFO)



**DEPARTMENT OF THE ARMY**  
**OFFICE OF THE ADJUTANT GENERAL AND THE ADJUTANT GENERAL CENTER HQDA Ltr 5-79-6**  
**WASHINGTON, D.C. 20314**

S-27 August 1979  
24 August 1979

DAPE-MB (M) (24 Aug 79)

Expires 31 March 1980

**SUBJECT: Manning the Force Study**

**SEE DISTRIBUTION**

1. Purpose. This letter provides for the establishment of a task force to examine problems bearing on the manning of the total Army force under conditions of peace and war in order to recommend refined or alternative actions.
2. Background.
  - a. Active and reserve forces are insufficient to meet current and mid-term projected needs.
  - b. Numerous actions are ongoing to solve or alleviate the impact of problems across the spectrum of structure, manpower, and people activities.
3. Study Agency. Office, Deputy Chief of Staff for Personnel (ODCSPER), will sponsor and conduct the study.
4. Mission. The mission of the task force is to -
  - a. Define Army requirements for manning the total force in peace and under mobilization.
  - b. Evaluate ongoing and proposed programs, actions, and management techniques to determine if the Army has the ability and correct focus to solve its force manning problems in a responsive manner.
  - c. Develop any alternative actions and/or shifts in focus that HQDA should take to insure the total problem is addressed in an integrated, timely manner.
  - d. Recommend specific actions in terms of The Army Program, budget, policies, procedures, legislation, or organization, in priority order, needed to help insure that the Army is able to properly man its force.



Incl 1

B-3





SUBJECT: Manning the Force Study

5. Scope. The effort will encompass those aspects of the total force manning process to include organizational structure, staff and field relationships, operating policies, procedures, and systems, and functional responsibilities necessary for problem identification/solution.

a. Assumptions. To be developed by the Task Force.

b. Essential elements of analysis. (EEA) To be developed by the Task Force.

6. Responsibilities.

a. ODCSPER (DAPE-MB):

- (1) Organize the Task Force.
- (2) Control the Study effort.
- (3) Provide full-time Task Force Chairman, Rank-Brigadier General.
- (4) Provide full-time Task Force Executive Officer, Rank-Colonel.
- (5) Provide clerical and administrative support.
- (6) Report findings and recommendations under the provisions of AR 5-5.

b. Full-time working members (04/05 or GS-13/14) from ODCSPER, TAGO, MILPERCEN, USAREC, RCPAC, ARI. (See Inclosure 1 for specific qualifications.)

c. Optional member or a POC who is knowledgeable of their organization's management functions and responsibilities that impact on manning the force from TRADOC (ADMINCEN), FORSCOM, DARCOM, USACC, HSC, ODCSOPS, COA, TSG, PAE, CAR AND NGB.

7. Literature Search. The Task Force will prepare a list of past and ongoing studies related to the issue and prescribe any additional requirements for the study agency.

8. References. To be determined by the Task Force.

9. Staff Relationships.

a. The Task Force chairman is authorized direct access to OSA, Army staff agencies, major commands and field activities to obtain information and assistance in connection with the study.

b. Tasking for ARSTAFF will be accomplished through the DAS.

c. The study group chairman will invite representatives of OSA offices to consult with the study group as required.

10. Direction and Control.

a. The Task Force chairman will report to the Deputy Chief of Staff for Personnel.

**SUBJECT: Manning the Force Study**

b. The study will be conducted in accordance with the milestone schedule at Inclosure 2 and each IPR shall be preceded by an O-6 level Study Advisory Group (SAG) conference. SAG and IPR participants will be representatives of the organizations on the distribution list.

**11. Administrative Support.**

a. All administrative support (space, clerical, equipment) will be provided by ODCSPER.

b. Funds for travel, per diem, and overtime will be provided by the parent organization of the study group member. Other costs incident to and in support of this effort will be provided by ODCSPER.

c. Names of study group members/points of contact should be provided to COL Don Phillips (694-3209) NLT 27 August 1979.

**d. Control Procedures.**

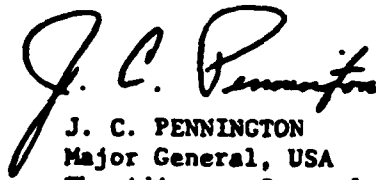
(1) The Task Force Actions will be guided by the provisions of AR 5-5.

(2) The Task Force Chairman will be BG Walter J. Mehl, Deputy Director of Manpower, Plans and Budget Directorate, ODCSPER, HQDA. The Task Force Executive Officer will be COL Don Phillips, AV 224-3209.

e. Action Document. As required the Task Force will prepare findings, recommendations and publish final report in accordance with milestone schedule at Inclosure 2.

**BY ORDER OF THE SECRETARY OF THE ARMY:**

Incl 2  
as

  
J. C. PENNINGTON  
Major General, USA  
The Adjutant General

**SUBJECT: Manning the Force Study**

**DISTRIBUTION:**

**OFFICE, SECRETARY OF THE ARMY**

**SAPA-ZX**

**HQDA (DAAG-ZA)**

**HQDA (DAAR-ZA)**

**HQDA (DACH-ZA)**

**HQDA (DACS-DFZ-A)**

**HQDA (DAMI)**

**HQDA (DAMO-TR)**

**HQDA (NGB-ZA)**

**HQDA (DAPC-ZA)**

**HQDA (DAPE-ZA)**

**HQDA (DAPE-CP)**

**HQDA (DAPE-HR)**

**HQDA (DAPE-MB)**

**HQDA (DAPE-MBA)**

**HQDA (DAPE-MBB)**

**HQDA (DAPE-MBM)**

**HQDA (DAPE-MBP)**

**HQDA (DAPE-MBR)**

**HQDA (DAPE-MBS)**

**HQDA (DAPE-MBU)**

**HQDA (DAPE-MP)**

**HQDA (DAPE-PERI)**

**HQDA (DASG-ZA)**

**COMMANDERS**

**US ARMY DEVELOPMENT AND READINESS COMMAND**

**US ARMY FORCES COMMAND**

**US ARMY TRAINING AND DOCTRINE COMMAND**

**US ARMY RESERVE COMPONENTS PERSONNEL AND ADMINISTRATION CENTER**

**US ARMY ADMINISTRATION CENTER**

**US ARMY COMMUNICATIONS COMMAND**

**US ARMY HEALTH SERVICES COMMAND**

## **FULLTIME MEMBERSHIP**

1. All members must be knowledgeable of their organization's management functions and responsibilities that impact on manning the force.

### **2. ORGANIZATIONS REPRESENTED**

### **QUALIFICATIONS OF MEMBERS**

DMPB

Experience in personnel systems matters.

DMPM

Experience in broad enlisted personnel management matters.

DHRD

Experience in incentive and retainability matters.

TAGO

Experience in incentive and retainability.

MILPERCEN

Experience in across-the-board personnel management programs.

USAREC

Experience in broad recruiting management.

RCPAC

Experience in mobilization planning.

ARI

Experience with recruiting and retention issues.

Incl 1 to Incl 1

# MILESTONE CHART

<u>DATE</u>	<u>ACTION</u>
23 August 1979	Charter approved
28 August 1979	Study group fully manned
28 September 1979	IPR conducted for VCSA/DCSPER
2 October 1979	IPR conducted for APC/SELCOM
14 December 1979	Brief findings and recommendations to VCSA/SELCOM
8 January 1980	Staff draft report
31 January 1980	Publish final report

Incl 2 to Incl 1

## MASTER LIST OF EEA

### EEA - A

1. Is the "emergency reserve" a viable concept?
2. Is 1322 Report (Comprehensive Wartime Military Manpower Summary) adequate for the purpose for which it is used? (Who uses it for what?)
3. What impact does the size of the civilian force have on manning the total force?
4. Does the authorizations process adequately validate manpower needs?
5. How can we improve our mobilization apparatus?
6. Should we develop special-forces-type combat service support elements?
7. How valid is our casualty estimation process?
8. What is impact of recurring Force Structure changes on Distribution? Training?
9. Are various Outputs (PERSACS, Troop Program Guidance, POM Narratives, Troop Lists) to personnel community timely enough and adequately formatted?
10. Are TAADS submissions timely enough to ensure proper fill?
11. Is the allocation of manpower via PBG timely and accurate enough to meet documentation and fill requirements?
12. Are manning requirements being identified early enough in the development of new systems?

EEA - B

1. What is the capability of the SSS?
2. Can accessions be increased by expanding recruiter aid effort?
3. Should unit of choice recruiting be reinstituted?
4. What is the effect of bonuses, to include their levels and timing, on accessions and retentions?
5. How well can we evaluate the propensity to enlist?
6. What would be the impact of varying combinations of enlistment options and educational benefits?
7. How efficient/effective is our recruiting advertising program?
8. Should the Army assist in promoting a national service program?
9. Should standards be lowered to meet strength objectives? Training impact?
10. What qualifications need to be standardized for men and women?
11. What new accession tests can be developed to predict ability?
12. Should stripes for skills/CASP be expanded or improved?
13. What should the RC enlistment standards be?
14. Is a one-week "try-out" (screening) period prior to formal BCT practical?
15. To what degree should we make use of Active Duty personnel in public relations?
16. What would be the impact of shorter terms of active duty?
17. Is it feasible to develop a "need/interest profile" test for an individual and tailor available opportunities to fill those needs?
18. How much training (AIT and in-service) with industry is feasible or advantageous?
19. What factors are disincentives for enlistment?
20. Should AIT be in units? What MOS?
21. How much lead time is required to meet training requirements?
22. Are requirements for each MOS overstated/unrealistic?

EEA - C

1. What is the effect of bonuses on retention?
2. What new tests can be developed to predict retainability?
3. Is the current six year MSO adequate?
4. Do current Army separation policies result in a proper balance of quantity and quality?
5. What is the impact of the retiree recall program?
6. How should the IRR be managed?
7. How can mobilization "show rates" be improved?
8. Is WO Corps sizing and structure appropriate for service needs?
9. What is the impact of rotation base imbalances on retention?
10. Should the MOBDES program be expanded?
11. How can we ensure critical DAC, host country, and contractor personnel support in a war emergency?
12. Does the current "up-or-out" policy support our force objectives?
13. What effect would a "regimental type" system have on retention?
14. What disincentives cause people to leave the service?
15. What quality of life issues have the greatest impact on retentions?
16. What is the impact of authorized military overstrengths?
17. How would shorter O/S tour lengths impact on force manning?
18. How can the CPT shortfall be resolved?
19. How can we improve recruiting for the Reserve Components from among those personnel separating from AD?
20. Is pay according to performance feasible, e.g., Canadian Army system?
21. How do we maintain first sergeant fill?
22. To what degree should aptitudes be balanced within and across MOS?
23. What would the impact of restrictive dependent support policies for Europe be on retention?



EEA - C (Continued)

24. Do our disciplinary systems/policies promote soldier development?
25. What should be the size of the career portion of the Active Component?
26. Does the current ODCSOPS System of determining and publishing personnel distribution priorities provide the data required (by the personnel distribution system) in the most effective manner?
27. What can be done to increase NCO professional training?
28. What is the impact of training innovations (self-paced instruction, CST consolidation) on soldiers performance?

## ESSENTIAL ELEMENTS FOR ANALYSIS BY ODCSPER

### DAPE-MB

- A1 Is the "emergency reserve" a viable concept?
- A3 What impact does the size of the civilian force have on manning the total force?
- A9 Are various outputs (PERSACS, Troop Program Guidance, POM Narratives, Troop Lists) to personnel community timely enough and adequately formatted?
- A10 Are TAADS submission timely enough to ensure proper fill?
- A11 Is the allocation of manpower via PBG timely and accurate enough to meet documentation and fill requirements?
- A12 Are manning requirements being identified early enough in the development of new systems?
- B1 What is the capability of the SSS?
- C5 What is the impact of the retiree recall program?
- C6 How should the IRR be managed?
- C7 How can mobilization "show rates" be improved?
- C10 Should the MOBDES program be expanded?
- C11 How can we ensure critical DAC, host country, and contractor personnel support in a war emergency?
- C16 What is the impact of authorized military overstrengths?
- C17 How would shorter O/S tour lengths impact on force manning?
- C25 What should be the size of the career portion of the Active Component?
- A5 How can we improve our manpower mobilization apparatus?
- A2 Is 1322 Report (Comprehensive Wartime Military Manpower Summary) adequate for the purpose for which it is used? (Who uses it for what?)
- A4 Does the authorizations process adequately validate manpower needs?
- A7 How valid is our casualty estimation process?

ESSENTIAL ELEMENTS FOR ANALYSIS BY ODCSPER

DAPE-MP

- B2 Can accessions be increased by expanding recruiter aid effort?
- B3 Should unit of choice recruiting be reinstituted?
- B4 What is the effect of bonuses, to include their levels and timing, on accessions?
- B5 How well can we evaluate the propensity to enlist?
- B6 What would be the impact of varying combinations of enlistment options and educational benefits?
- B7 How efficient/effective is our recruiting advertising program?
- B8 Should the Army assist in promoting a national service program?
- B9 Should standards be lowered to meet strength objectives? Training impact?
- B10 What qualifications need to be standardized for men and women?
- B12 Should stripes for skills/CASP be expanded or improved?
- B13 What should the RC enlistment standards be?
- B15 To what degree should we make use of Active Duty personnel in public relations?
- B16 What would be the impact of shorter terms of active duty?
- B19 What factors are disincentives for enlistment?
- C3 Is the current six year MSO adequate?
- C4 Do current Army separation policies result in a proper balance of quantity and quality?
- C8 Is WO Corps sizing and structure appropriate for service needs?
- C9 What is the impact of rotation base imbalances on retention?
- C12 Does the current "up-or-out" policy support our force objectives?
- C18 How can the CPT shortfall be resolved?
- C19 How can we improve recruiting for the Reserve Components from among those personnel separating from AD?

DAPE-MP (Continued)

- C21 How do we maintain first sergeant fill?
- C22 To what degree should aptitudes be balanced within and across MOS?
- C23 What would the impact of restrictive dependent support policies for Europe be on retention?
- A8 What is impact of recurring Force Structure changes on Distribution? Training?
- B14 Is a one-week "try-out" (screening) period prior to formal BCT practical?
- B20 Should AIT be in units? What MOS?
- B21 How much lead time is required to meet training requirements?
- C26 Does the current ODCSOPS System of determining and publishing personnel distribution priorities provide the data required (by the personnel distribution system) in the most effective manner?

ESSENTIAL ELEMENTS FOR ANALYSIS BY ODCSPER

DAPE-HR

- C1 What is the effect of bonuses on retention?
- C13 What effect would a "regimental type" system have on retention?
- C14 What disincentives cause people to leave the service?
- C15 What quality of life issues have the greatest impact on retentions?
- C20 Is pay according to performance feasible, e.g., Canadian Army system?
- C24 Do our disciplinary systems/policies promote soldier development?
- C27 What can be done to increase NCO professional training?

ESSENTIAL ELEMENTS FOR ANALYSIS BY ODCSPER

DAPE-PERI

- B11 What new accession tests can be developed to predict ability?
- B17 Is it feasible to develop a "need/interest profile" test for an individual and tailor available opportunities to fill those needs?
- C2 What new tests can be developed to predict retainability?

# ESSENTIAL ELEMENTS FOR ANALYSIS BY MILPERCEN

- A8 What is impact of recurring Force Structure change on Distribution?  
Training?
- A2 Is 1322 Report (Comprehensive Wartime Military Manpower Summary)  
adequate for the purpose for which it is used? (Who uses it for what?)
- A12 Are manning requirements being identified early enough in the develop-  
ment of new systems?
- B3 Should unit of choice recruiting be reinstituted?
- B16 What would be the impact of shorter terms of active duty?
- C9 What is the impact of rotation base imbalance on retention?
- C13 What effect would a "regimental type" system have on retention?
- C16 What is the impact of authorized military overstrengths?
- A5 How can we improve our manpower mobilization apparatus?
- C10 Should we expand the MOBDES program?
- A4 Does the authorizations process adequately validate manpower needs?

## ESSENTIAL ELEMENTS FOR ANALYSIS BY ODCSOPS

- A4 Does the authorization process adequately validate manpower needs?
- A5 What is the role of CAA following full mobilization?
- A6 Should we develop special-forces-type combat service support elements?
- A8 What is impact of recurring Force Structure changes on Distribution? Training?
- B14 Is a one-week "try-out" (screening) period prior to formal BCT practical?
- B18 How much training (AIT and in-service) with industry is feasible or advantageous?
- B20 Should AIT be in units? What MOS?
- B22 Are TAADS requirements for each MOS overstated/unrealistic?
- C11 How can we ensure critical DAC, host country, and contractor personnel support in a war emergency?
- C13 What effect would a "regimental type" system have on retention?
- C16 What is the impact of authorized military overstrengths?
- C27 What can be done to increase NCO professional training?
- C28 What is the impact of training innovations (self-paced instruction, CST consolidation) on soldiers performance?
- B21 How much lead time is required to meet training requirements?
- A7 How valid is our casualty estimation process?
- A3 What impact does the size of the civilian workforce have on manning the total force?
- A12 Are manning requirements being identified early enough in the materiel development process?
- A4 Does the authorization process adequately validate manpower needs?
- A5 How can we improve our military and civilian manpower mobilization apparatus?



## ESSENTIAL ELEMENTS FOR ANALYSIS BY ODCSLOG

- A12 Are manning requirements being identified early enough in the development of new systems?
- B18 How much training (AIT and in-service) with industry is feasible or advantageous?
- C11 How can we ensure critical DAC, host country, and contractor personnel support in a war emergency?
- A5 How can we improve our manpower mobilization capability to permit timely expansion of the logistics base?
- A5 What is the mobilization role of logistics RDTE activities?
- A4 Does the authorization process adequately validate manpower needs?
- A3 What impact does the size of the civilian force have on manning the total force?
- A6 Should we develop special-forces-type combat service support elements?

ESSENTIAL ELEMENTS FOR ANALYSIS BY FORSCOM

- A8 What is impact of recurring Force Structure changes on Distribution?  
Training?
- B20 Should AIT be in units? What MOS?
- C13 What effect would a "regimental type" system have on retention?
- C28 What is the impact of training innovations (self-paced instruction,  
CST consolidation) on soldier's performance?
- B8 Should the Army assist in promoting a national service program?
- C6 How should the IRR be managed?

## ESSENTIAL ELEMENTS FOR ANALYSIS BY TRADOC

- A12 Are manning requirements being identified early enough in the development of new systems?
- B9 Should standards be lowered to meet strength objectives? Training impact?
- A8 What is the impact of recurring Force Structure changes on Distribution? Training?
- B20 Should AIT be in units? What MOS?
- C27 What can be done to increase NCO professional training?
- C28 What is the impact of training innovations (self-paced instruction, CST consolidation) on soldiers performance?
- B18 How much training (AIT and in-service) with industry is feasible or advantageous?
- A5 How can we improve our manpower mobilization apparatus to permit timely expansion of the training establishment?
- A5 What is the mobilization role of combat developments activities? Of training development activities?
- A4 Does the authorization process adequately validate manpower needs?
- A3 What impact does the size of the civilian force have on manning the total force?
- B8 Should the Army assist in promoting a national service program?
- C6 How should the IRR be managed?

# ESSENTIAL ELEMENTS FOR ANALYSIS BY DARCOM

- A3 What impact does the size of the civilian force have on manning the total force?
- A4 Does the authorizations process adequately validate manpower needs?
- A5 How can the mobilization process be improved to meet DARCOM manpower requirements?
- A12 Are manning requirements being identified early enough in the development of new systems?
- B18 How much training (AIT and in-service) with industry is feasible or advantageous?

ESSENTIAL ELEMENTS FOR ANALYSIS BY OCAR

- C6 How should the IRR be managed?
- B8 Should the Army assist in promoting a national service program?
- C19 How can we improve recruiting for the Reserve Components from among those personnel separating from active duty?
- C17 How can mobilization "show rates" be improved?

ESSENTIAL ELEMENTS FOR ANALYSIS BY NGB

- C6 How should the IRR be managed?
- B8 Should the Army assist in promoting a national service program?
- C19 How can we improve recruiting for the Reserve Components from among those personnel separating from active duty?
- C7 How can mobilization "show rates" be improved?

ESSENTIAL ELEMENTS FOR ANALYSIS BY OFFICE, THE SURGEON GENERAL

- A12 Are manning requirements being identified early enough in the development of new systems?
- A5 How can we improve our manpower mobilization capability to permit the timely expansion of medical capability?
- A5 What is the mobilization role of medical RDTE activities?
- A4 Does the authorization process adequately validate manpower needs?
- A3 What impact does the size of the civilian workforce have on manning the total force?

ESSENTIAL ELEMENTS FOR ANALYSIS BY OFFICE, CHIEF OF PUBLIC AFFAIRS

B15 To what degree should we make use of Active Duty personnel in public relations?



ESSENTIAL ELEMENTS FOR ANALYSIS BY OFFICE, CHIEF OF ENGINEERS

- A12 Are manning requirements being identified early enough in the development of new systems?
- A5 What is the mobilization role of engineer RDTE activities?
- A3 What impact does the size of the civilian force have on manning the total force?
- A4 Does the authorization process adequately validate manpower needs?

## ESSENTIAL ELEMENTS FOR ANALYSIS BY ACSAC

- A5 How can we improve our manpower mobilization apparatus to provide for timely expansion of automation activities; of communication activities?
- A5 What is the mobilization role of automation RDTE activities; of communication RDTE activities?
- A3 What impact does the size of the civilian force have on manning the total force?
- A12 Are manning requirement being identified early enough in the development of new systems?
- A4 Does the authorization process adequately validate manpower needs?

ESSENTIAL ELEMENTS FOR ANALYSIS BY ODCSRDA

A12 Are manning requirements being identified early enough in the development of new systems?

AGENCY EXAMINATION OF ESSENTIAL ELEMENTS OF ANALYSIS

1. BACKGROUND: History of events leading to current situation
  - a. Time frame in which issue first identified
  - b. Previous actions taken to resolve issue
  - c. Reason we are operating in current mode
2. ONGOING ACTIONS:
  - a. Description
  - b. Status of implementation
  - c. Actual and expected results
  - d. Actual/projected costs (personnel and dollars)
    - (1) since inception
    - (2) projected over POM years 1981-1985
3. NEW INITIATIVES/ALTERNATIVES:
  - a. Description
  - b. Status of implementation
  - c. Expected results
  - d. Projected costs (personnel and dollars) over POM years 82-86
4. CONCLUSIONS: Impact of past, present, and projected initiatives on manning the force
5. RECOMMENDATIONS:

Inclosure 3

ANNEX C: TASKING OF APPROVED INITIATIVES

# DISPOSITION FORM

For use of this form, see AR 340-13, the proponent agency is TAGCEN.

REFERENCE OR OFFICE SYMBOL	SUBJECT
DAPE-2A	Manning the Force Study Group Recommendations

TO SEE DISTRIBUTION FROM DAPE-2A DATE 21 DEC 1979 CMT 1  
LTC Rea/mns/77428

1. PURPOSE: This document constitutes the tasker for implementation/further action by ODCSPER elements on concepts developed and briefed to the SELCOM by the Manning the Force Study Group.

2. BACKGROUND:

a. The Manning the Force Study Group was formed, at my direction, on 28 Aug 79 under the provisions of HQDA Letter 5-79-6 dated 24 Aug 79. Its purpose was to examine problems associated with manning the total Army force and to recommend refined or alternative actions which would improve manning.

b. After various coordinating processes, 24 concepts were briefed to the SELCOM on 14 Dec. The SELCOM provided guidance regarding the actions the Army Staff should take to implement, modify, or test those concepts. Twenty concepts, or portions thereof, were considered by the SELCOM to have merit and resultant taskings are reflected in the chart at Inclosure 1. More detailed data for each concept is included at TABs A through T.

c. Concepts, rationale, and draft PDIPs are included at TABs A through T. Only direct costs were estimated; overhead costs have not been addressed. The number of new accessions expected from each concept are based on the data available at the time the estimate was made. Rationale sheets used to determine most accessions and dollar costs are included. Figures used for preliminary costs are rough estimates and need to be refined by the appropriate staff element.

3. RESPONSIBILITIES:

a. DCSPER (DMPM)

(1) Take action to further develop, test, or implement all concepts except those at TABs N and T.

(2) Submit proposed legislation to OCLL as required.

(3) Initiate budget requests needed to incorporate concepts into the PPBS.

(4) Provide VCSA and DCSPER periodic updates of progress (DMPM coordinates).

b. DAAG

Same requirements as in paragraph 3a, but only for concept at TAB N.

DA FORM 2496  
1 FEB 67

REPLACES DD FORM 96, WHICH IS OBSOLETE.

DAPE-MB-M

SUBJECT: Manning the Force Study Group Recommendations

21 DEC 1979

c. DAPE-GO

Same requirements as in paragraph 3a, but only for concept at TAB T.

1 Incl  
as

*for* *W. H. Gourley* COL G.S.  
ROBERT G. YERKS  
Lieutenant General, GS  
Deputy Chief of Staff  
for Personnel

DISTRIBUTION:

DAAG  
DAPE-GO  
DAPE-MP

WILLIAM H. GOURLEY  
Colonel, GS  
Executive

COPIES FURNISHED:

ASA(M&RA)  
SALL  
DACS-DPZ-A  
DACS-DMS  
DACS-DC  
DACA-BUL  
DAPE-ZA  
DAPE-HR  
DAPE-MB  
DAPE-MBB  
CDR, MILPERCEN

CONCEPT	GUIDANCE	TAB
1. Link Forgiveness to HEW Educational Loans to Military Service	1. Implement	A
2. Short-Term Enlistment with 'GI Bill' for Selected Personnel	2a. Support current DOD position on GI Bill b. Seek additional ways to divert HEW educational funds to support military educational incentives	B
3. Modification of Veteran's Education Assistance Program (VEAP)	3a. Support existing TAG legislative initiatives to reduce individual contribution to VEAP b. Coordinate increased "kicker" with OSD	C
4. TPU Enlisted Scholarship Program	4. Seek funds to support and implement at earliest possible date	D
5. Stripes for Hard-to-Fill MOS	5. Develop enlistment option and implement	E
6. Dual Training for Soldiers with Combat MOS	6. Evaluate appropriate terms of service and impact on training base	F
7. Bonus for TPU	7. Find money and implement soonest	G
8. Expand Eligibility for TPU Enlistment	8. Find money and implement soonest	H
9. Interregional Recruiting for TPU	9. Implement	I
10. Expansion of the Man Day Space (MDS) Program at Installation Level	10. Find money within current resources and implement in current year	J
11. In Service Recruiting (ISR) for Reserve Components (RC)	11. Establish program at installation level	K



CONCEPT

GUIDANCE

TAB

12. Recruit to Peacetime Manning Objectives	12. Establish time-phased program to attain objective in concert with added incentives	L
13. Enlistment Referral Program	13. Modify referral form to include RC referrals and implement	M
14. IRR Local Detachments for Peacetime C & C for Mobilization	14. Study further with view to test	N
15. Certain Divisions Recruit their own Soldiers	15a. Review DRAP program to determine feasibility of having DRAP personnel recruit for their own Division	O
	b. Test total concept	
16. Modification of Current Replacement System to Increase Cohesion	16. Further study	P
17. Duty Position Incentive Program	17. Implement	Q
18. First Sergeant Position	18. Implement	R
19. Expeditious Discharge Program	19. Support DOD guidelines for reducing EDP discharge period to 24 months*	S
20. Continuity of Key Personnel Managers	20. Implement	T

NOTE:

\*Evaluate validity of mandatory rehabilitation transfer

CONCEPT: LINK FORGIVENESS OF HEW EDUCATIONAL LOANS TO MILITARY SERVICE

FEATURES: - COMPLETE OR PARTIAL FORGIVENESS OF HEW EDUCATIONAL LOANS DEPENDENT ON  
TERMS OF SERVICE IN THE ACTIVE MILITARY OR TPU

- LOAN REPAYMENT REDUCED \$2,500 OR ONE-THIRD, WHICHEVER IS LARGER, FOR  
EACH YEAR OF ACTIVE DUTY - MAX \$4000 PER YEAR

- LOAN REPAYMENT REDUCED \$750 OR ONE-TENTH, WHICHEVER IS LARGER,  
FOR EACH YEAR OF TPU SERVICE

RESULTS:  
(000)

	80	81	82	83	84	85	86
AC	0	0	10.4	10.4	10.4	10.4	10.4
TPU	0	0	20.7	20.7	20.7	20.7	20.7
IRR							
TOA	0	0	41.5	83.0	124.5	140.0	155.5

COST:  
(\$M)

RATIONALE

- HEW GUARANTEED \$5.2B IN EDUCATIONAL LOANS FOR 2.7M STUDENTS FOR SY 78-79

- \$6.2B PROGRAMMED FOR FY 80

- PROJECTED ACCESSIONS:

2.700K BASE

540K NOT PRIME AGE - 20%

2.160

324K PHYSICALLY DISQUALIFIED - 15%

1.836K

936K QUALIFIED WOMEN - 51%

900K QUALIFIED MEN

- AC NORMALLY RECRUITS 5% OF QUALIFIED MEN AVAILABLE

- EXPECT TO GET 3% OF ABOVE 900K MEN FOR TOTAL FORCE  
(RATIO OF 2:1 RC TO AC)

- 27K MEN ACCESSIONS ANTICIPATED (9K AC; 18K RC)

- WOMEN ACCESSIONS = 15% OF TOTAL ACCESSIONS

- 4.1K WOMEN ACCESSIONS ANTICIPATED (1.4K AC; 2.7K RC)

- ANNUAL COST PER ACCESSION = \$2500 AC; \$750 RC

- NOTES: LOAN REPAYMENT COSTS TO BE ASSUMED BY DOD, ADMIN COSTS TBD

1A

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCIDENT PACKAGE SUMMARY PAGE

SECRET TITLE: Forgiveness of HEW Loans for Military Service PDIP: 15-A2  
GOAL: B (Human Goal) DTG: 061200Dec

RESOURCE SUMMARY:	FY80	FY81	FY82	FY83	FY84	FY85	FY86
TOA(\$M)	0	0	41.5	83.0	124.5	140.0	155.5
AC ES							
USAR ES							
ARNG ES							
CIV ES							

NARRATIVE DESCRIPTION: This proposal would offer full or partial forgiveness of HEW educational loans for active or reserve component military service. Loan recipients could deduct \$2500 or one-third of an outstanding HEW loan for each year of active service (\$4000 yearly maximum) and \$750 or one-tenth for each year of troop program unit service. The average loan in FY 78 was \$7,900. It is estimated this program will result in 30,100 new accessions per year.

RATIONALE/ANALYSIS: College-oriented youth are not enlisting in the desired numbers. The Veteran's Education Assistance Program (VEAP) is not competitive with other government-sponsored educational programs. HEW guaranteed or made direct loans to 2.7M persons in School Year 78-79 at a cost of \$5B. Over \$6B is allocated for School Year 79-80 loans. There are not military or civilian service obligations attached to loans. House of Representatives adopted an amendment to forgive HEW loans for military service, but the amounts forgiven are not large enough to attract enlistees. Failure to fund this program will result in fewer upper mental category enlistees.

RELATIONSHIP TO OTHER PDIPs:

RELATIONSHIP TO GUIDANCE:

RESPONSIBLE STAFF AGENCY

STAFF/MACOM POC

PAED POC

NAME: LTC Matthews  
PHONE: 697-7384

NAME:  
PHONE:

DACS-DPD Form 2-IR(Inst)  
REVISED 13MAR79

CONCEPT: SHORT-TERM ENLISTMENT WITH 'GI BILL' FOR SELECTED PERSONNEL

- FEATURES:
- TARGETED ON COLLEGE ORIENTED YOUTH (MC I-III A HSDG)
  - SOLDIER ACCUMULATES \$7500 IN EDUCATION FUNDS FOR EACH YEAR OF ACTIVE DUTY (MAXIMUM \$15,000)
  - APPLIES ONLY TO ACTIVE COMPONENT PERSONNEL
  - INCREASE MSO TO 8 YEARS
  - EFFECTIVE TRADE-OFF BETWEEN INFLATION & MILITARY SERVICE

RESULTS:  
(000)

COST:  
(\$M)

	80	81	82	83	84	85	86
AC		16	16	16	16	16	16
TPU							
IRR							
-----TOA		536.3	536.3	536.6	536.3	536.3	536.3

RATIONALE

- AIMED AT COLLEGE-ORIENTED YOUTH
- PAYABLE TO ALL MC I-IIIA HSDG
- 65% VN-ERA VETERANS USING GI BILL
- COST ESTIMATE

NPS (M) HSDG	80K
NPS (F) HSDG	<u>19K</u>
	99K

99,000 x 55% (I-IIIA) = 55K  
55,000 x .65 (PARTICIPATION) = 35.7K  
35.7K x \$15,000 = \$536.3M

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCENTIVE PACKAGE SUMMARY PAGE

SHORT TITLE: Short-Term Enlistment with 'GI Bill' for Selected Personnel PDIP: 1S-A3  
GOAL: B (Human Goal) DIO: 061200Dec

RESOURCE SUMMARY:	FY80	FY81	FY82	FY83	FY84	FY85	FY86
TOA(\$M)		536.3	536.3	536.6	536.3	536.3	536.3
AC ES							
USAR ES							
ARNG ES							
CIV ES							

NARRATIVE DESCRIPTION: This proposal would reinstitute a GI Bill combined with short-terms of service. The incentive would be offered to HSDG, MCI-III A. The educational benefit would be \$15,000. Estimated gains from this program will be 16,000 new high mental capacity accessions per year.

RATIONALE/ANALYSIS: There has been a serious decline in enlistments of college-oriented youth since the discontinuance of the GI Bill. Sophistication of equipment causes a demand for soldiers with higher mental capacities. In addition, the Army should be nearly representative of the national population. A GI Bill, coupled with a short-term of service would not seriously interrupt long-range educational plans and would attract more college-bound enlistees. Failure to fund this program will cause this needed segment of the population to continue to resist military service.

### RELATIONSHIP TO OTHER PDIPs:

M1

### RELATIONSHIP TO GUIDANCE:

RESPONSIBLE STAFF AGENCY

STAFF/MACOM POC

PAID POC

NAME: LTC Matthews  
PHONE: 697-7384

NAME:  
PHONE:

DACS-DPD Form 2-IR(Test)  
REVISED 13MAR79

- CONCEPT: MODIFICATION OF VETERAN'S EDUCATION ASSISTANCE PROGRAM (VEAP)
- FEATURES:
- REDUCE INDIVIDUAL'S MONTHLY CONTRIBUTION TO \$25
  - GOVERNMENT CONTINUES TO MATCH INDIVIDUAL'S CONTRIBUTION 2 FOR 1
  - "KICKER": \$9,400 FOR 3 YEARS ACTIVE SERVICE (CAN BE ADJUSTED)
  - TOTAL EDUCATION BENEFIT NETS TO \$12,100

	80	81	82	83	84	85	86
AC	0	2	2	2	2	2	2
TPU							
IRR							
----- TOA	0	10.4	20.8	31.2	31.2	31.2	31.2

RESULTS:  
(000)

COST:  
(\$M)



RATIONALE

- MODIFIED VEAP PROGRAM - 3 YEARS
  - INDIVIDUAL'S CONTRIBUTION \$ 900
  - GOV'T MATCH (2 FOR 1) 1,800
  - KICKER 9,400
  - TOTAL EDUCATION FUNDS \$12,100
- PROJECTED PARTICIPANTS - 8,000  
(NEW ACCESSIONS - 2,000)
- TOTAL COST OF MODIFIED VEAP TO GOVERNMENT \$89.6M
- CURRENT ENHANCED VEAP TEST - 3 YEARS
  - INDIVIDUAL'S CONTRIBUTION \$ 2,700
  - GOV'T MATCH (2 FOR 1) 5,400
  - KICKER 4,000
  - TOTAL EDUCATION FUNDS \$12,100
- PROJECTED PARTICIPANTS - 6,000  
(NEW ACCESSIONS - 1,200)
- TOTAL COST OF CURRENT VEAP TEST \$58.4M
- INCREASED COST TO GOV'T \$31.2M

NOTE: NO DOLLAR LIMITS ON "KICKER" UNDER CURRENT LAW

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCENTIVE PACKAGE SUMMARY PAGE

SECT TITLE: Modification of Veteran's Education Assistance Program (VEAP) PDIP: 1S-A4  
GOAL: B (Human Goal) DTG: 061200Dec

RESOURCE SUMMARY:	FY80	FY81	FY82	FY83	FY84	FY85	FY86
TOA(\$M)	0	10.4	20.8	31.2	31.2	31.2	31.2
AC ES							
USAR ES							
ARNG ES							
CIV ES							

NARRATIVE DESCRIPTION: This option would be available to HSDG, MCI-III.A. This program would decrease the individual's required contribution to the Veteran's Education Assistance Program (VEAP) to \$25 per month and increase the government's contribution. Current statute requires individual contributions of no less than \$50 per month, an inordinately large portion of beginning soldier's pay, and discourages participation. It is estimated this program will result in 2,000 new accessions annually.

RATIONALE/ANALYSIS: Currently, the government matches individual contributions to VEAP on a 2 for 1 basis, to a maximum \$5,400 of government funds. This amount is not competitive with civilian scholarship programs. Under this proposal, the individual would contribute \$25 per month to VEAP. The government would match individual contributions on a 2 for 1 basis and add a kicker of \$9,400 for three years of service. Under current law, "kicker" can be adjusted as required. The soldier would accumulate \$12,100 in three years. Failure to fund this program will cause further decline in upper mental category enlistments.

RELATIONSHIP TO OTHER PDIPs:

RELATIONSHIP TO GUIDANCE:

RESPONSIBLE STAFF AGENCY	STAFF/MACOM POC NAME: LTC Matthews PHONE: 697-7384	PAID POC NAME: PHONE:
--------------------------	--	-----------------------------

DACS-DPD Form 2-IR(Test)  
REVISED 13MAR79

CONCEPT: TPU ENLISTED SCHOLARSHIP PROGRAM

FEATURES: - PRIMARY TARGET COMMUNITY COLLEGES AND TECHNICAL SCHOOLS (ALSO OPEN TO FOUR YEAR COLLEGE STUDENTS)

- \$100 PER MONTH SUBSISTENCE ALLOWANCE NOT TO EXCEED 36 MONTHS
- TRAINING DURING TWO SUMMERS
- 4 YEARS TPU PROGRAM MINIMUM REQUIREMENT
- POTENTIAL FEED TO ROTC PROGRAM
- OVERFILL TPU IN SOME COLLEGE COMMUNITIES

RESULTS:  
(000)

COST:  
(\$M)

	80	81	82	83	84	85	86
AC							
TPU		8	8	8	8	8	8
IRR							
-----TOA		7.2	14.4	21.6	28.8	28.8	28.8

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCREMENT PACKAGE SUMMARY PAGE

SHORT TITLE: TPU Enlisted Scholarship Program

PDIP: 1S-A14

GOAL: B (Human Goal)

DTC: 031200Dec

RESOURCE SUMMARY:	FY80	FY81	FY82	FY83	FY84	FY85	FY86
TOA(\$M)	0	7.2	14.4	21.6	28.8	28.8	28.8
AC ES							
USAR ES							
ARNG ES							
CIV ES							

**NARRATIVE DESCRIPTION:** This program would offer a stipend of \$100 per month, in addition to regular drill pay and active duty training pay, for full-time post-secondary education students enlisting in troop program units (TPU). Enlistees would volunteer for at least four years of TPU service in selected hard-to-fill skills. The enlistee would qualify for a maximum of 36 months (4 academic years) of stipends. Implementation of this program could result in 8,000 new accessions per year.

**RATIONALE/ANALYSIS:** The Selected Reserve Incentive Program (SRIP) currently authorizes enlistment bonuses of \$2,000 for service in selected TPU, based upon the unit's deployability. Limiting the incentive to specific units does not consider the overall degree of difficulty in filling specific MOS. The amount of the incentive is inadequate to attract desired personnel. This program would be directed toward students in community colleges, technical schools, and four-year colleges. It would appeal to prospective enlistees with higher mental capacities. Failure to fund this program would limit the number of college students in the TPU.

**RELATIONSHIP TO OTHER PDIPs:**

**RELATIONSHIP TO GUIDANCE:**

RESPONSIBLE STAFF AGENCY

STAFF/MACOM POC

PAID POC

NAME: LTC Matthews

NAME:

PHONE: 697-7384

PHONE:

DACS-DPD Form 2-IR(Test)

REVISED 13MAR79

CONCEPT: STRIPES FOR HARD-TO-FILL MOS

- FEATURES:
- ENTERS SERVICE AS E-2
  - PROMOTE TO E-3 UPON SUCCESSFUL COMPLETION OF AIT
  - USE ONLY FOR SELECTED HARD-TO-FILL MOS (MOSTLY COMBAT ARMS)
  - MAY BE USED IN CONJUNCTION WITH OTHER INCENTIVES
  - AVAILABLE TO HSDG, MC I-IIIA

RESULTS:  
(000)

COST:  
(\$M)

	80	81	82	83	84	85	86
AC	1	1	1	1	1	1	1
TPU	1	1	1	1	1	1	1
IRR							
-----							
TOA	.6	.6	.6	.6	.6	.6	.6

RATIONALE

- COST INCLUDES INCREASED SALARIES OF HIGHER GRADES

ACTIVE COMPONENT:

4 MONTHS AS E-2	\$208
8 MONTHS AS E-3	160
TOTAL	<u>\$368</u>

RESERVE COMPONENT:

4 MONTHS AS E-2 (IET)	\$208
48 DRILLS AS E-3	32
	<u>240</u>

- TOTAL COST AC/RC      \$608K

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCREMENT PACKAGE SUMMARY PAGE

SECRET TITLE: Stripes for Hard-to-Fill MOS PDIP: 1S-A5

GOAL: \_\_\_\_\_ DTG: 061200Dec

RESOURCE SUMMARY:	FY80	FY81	FY82	FY83	FY84	FY85	FY86
TOA(\$M)	.6	.6	.6	.6	.6	.6	.6
AC ES							
USAR ES							
ARNG ES							
CIV ES							

NARRATIVE DESCRIPTION: This proposed option would be offered to HSDG, MC I-III A and would give higher entry grades (E-2) and immediate promotion to E-3 upon successful completion of AIT to qualified applicants entering selected hard-to-fill skills. It is estimated that each year this option would gain 1,000 new accessions in the higher mental categories for the AC and 1,000 new accessions for the RC.

RATIONALE/ANALYSIS: Certain skills, primarily combat arms, are difficult to fill. Implementation of this option would make these hard-to-fill skills more attractive to persons in the higher mental categories. Promotion to E-3 upon completion of AIT would give the soldier approximately 8 months advantage as E-3 over contemporaries in other MOS with short training periods and who are promoted in the regular sequence. Accelerated promotion to E-3 would have negligible costs and have no impact on authorized grade structures. Failure to fund this option will result in further decline of higher mental capacity soldiers in hard-to-fill MOS.

RELATIONSHIP TO OTHER PDIPs:

RELATIONSHIP TO GUIDANCE:

RESPONSIBLE STAFF AGENCY	STAFF/MACOM POC NAME: LTC Matthews PHONE: 607-7384	PAED POC NAME: PHONE:
--------------------------	--	-----------------------------

DACS-DPD Form 2-IR (Test)  
REVISED 13MAR79

CONCEPT: DUAL TRAINING FOR SOLDIERS WITH COMBAT MOS

FEATURES:

- TWO YEARS IN A COMBAT ARMS WITH RETRAINING OPTION INTO A SKILL WITH CIVILIAN APPLICATION AT END OF SECOND YEAR
- MINIMUM 4 YEAR TOTAL ENLISTMENT
- 2D SKILL RESTRICTED TO SHORT AIT TYPE TRAINING

RESULTS:  
(000)

COST:  
(\$M)

	80	81	82	83	84	85	86
AC	2	4	4	4	4	4	4
TPU							
IRR							
TOA			4	8	8	8	8



RATIONALE

- RETRAINING (AIT) FOR NEW MOS WOULD COST \$2,000 FOR  
EACH SOLDIER

$$4,000 \times \$2,000 = \$8M$$

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCLEMENT PACKAGE SUMMARY PAGE

SECRET TITLE: Dual Training for Soldiers with Combat MOS PDIP: 15-A6

GOAL: \_\_\_\_\_ DTG: 061200Dec

RESOURCE SUMMARY:	FY80	FY81	FY82	FY83	FY84	FY85	FY86
TOA(\$M)	0	0	4	8	8	8	8
AC ES							
USAR ES							
ARNG ES							
CIV ES							

NAFATIVE DESCRIPTION: This proposed option provides for the retraining of combat arms soldiers into other skills which are more transferable to the civilian job market. To qualify for the dual training, an individual must enlist for at least four years. Second skill restricted to short AIT. Implementation of this option is projected to result in 4,000 new accessions yearly for the combat arms.

RATIONALE/ANALYSIS: Many qualified enlistees do not select the combat arms because the learned skills have limited civilian application. After two years of service in their initial combat arms MOS, soldiers enlisting for this option would be guaranteed retraining in a new skill, which is transferable to the civilian sector. The Army would use the soldier in the new MOS after retraining. Cross-training would provide soldiers who could be utilized in either skill by the active or reserve components upon mobilization. Failure to fund this program would continue to make it difficult to recruit soldiers for the combat arms.

(NOTE: Not all are expected to exercise retraining option.)

RELATIONSHIP TO OTHER PDIPs:

RELATIONSHIP TO GUIDANCE:

RESPONSIBLE STAFF AGENCY

STAFF/MACOM POC

PAED POC

NAME: LTC Matthews  
PHONE: 697-7384

NAME:  
PHONE:

DACS-DPD Form 2-IR(Test)  
REVISED 13MAR79

CONCEPT: BONUS FOR TPU

- FEATURES:
- INCREASE ENLISTMENT BONUSES IN AMOUNTS UP TO \$2,400 (\$1,500 CURRENTLY)
  - PAID FOR HARD-TO-FILL SKILLS
  - AMOUNT VARIABLE DEPENDENT UPON SKILL NEED

RESULTS:  
(000)

COST:  
(\$M)

	80	81	82	83	84	85	86
AC							
TPU		5	5	5	5	5	5
IRR							
----- TOA		23.9	23.9	23.9	23.9	23.9	23.9

RATIONALE

- CURRENT RC ENLISTMENT BONUS IS \$1,500
  - RC PROGRAMMED 20,277 ENLISTMENT BONUSES FOR FY 79 (GROSS COST \$30.3M)
  - FY 79 BONUS RECIPIENTS 13,249 @ \$1,500 = \$19.9M COST
  - INCREASED BONUS ESTIMATED TO INCREASE ACCESSIONS BY 5,000
- |         |                |
|---------|----------------|
| 13,249  |                |
| + 5,000 | NEW ACCESSIONS |
| <hr/>   |                |
| 18,249  | TOTAL FY 81    |
- FY 81 BONUS COST 28,249 @ \$2,400 = \$43.8M
  - DIFFERENCE IN COSTS - \$23.9M (DIFFERENCE IN PROGRAM - \$13.6M)

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCREMENT PACKAGE SUMMARY PAGE

SECRET TITLE: Bonus for TPU

PDIP: 1S-A13

GOAL: B (Human Goal)

DTC: 061200Dec

RESOURCE SUMMARY:	FY80	FY81	FY82	FY83	FY84	FY85	FY86
TOA(\$M)	0	23.9	23.9	23.9	23.9	23.9	23.9
AC ES							
USAR ES							
ARNG ES							
CIV ES							

NARRATIVE DESCRIPTION: This program would offer enlistment bonuses up to \$2,400 for hard-to-fill skills in the reserve components. Implementation of this program should result in 5,000 new accessions annually.

RATIONALE/ANALYSIS: The Selected Reserve Incentive Program (SRIP) currently authorizes \$1,500 enlistment bonuses for selected RC units, based upon the unit's deployability. This program would increase the bonus to \$2,400. The person with the desired skill would be available for mobilization needs regardless of unit assignment. Failure to fund this program will result in continued shortages of hard-to-fill skills.

RELATIONSHIP TO OTHER PDIPs:

RELATIONSHIP TO GUIDANCE:

RESPONSIBLE STAFF AGENCY	STAFF/MACOM POC NAME: LTC Matthews PHONE: 697-7384	PAED POC NAME: PHONE:
--------------------------	--	-----------------------------

DACS-DPD Form 2-IR(Test)  
REVISED 13MAR79

CONCEPT: EXPAND ELIGIBILITY FOR TPU ENLISTMENT BONUSES

FEATURES:

- PAY BONUS FOR HARD-TO-FILL SKILLS IN ALL TPU
- AMOUNTS VARIABLE ACCORDING TO SKILL/DEPLOYMENT NEEDS

C-25

	80	81	82	83	84	85	86
AC							
TPU	0	6.5	6.5	6.5	6.5	6.5	6.5
IRR							
-----							
TOA	0	28.5	28.5	28.5	28.5	28.5	28.5

RESULTS:  
(000)

COST:  
(\$M)

RATIONALE

- CURRENT RC ENLISTMENT BONUS IS \$1,500
- RC PROGRAMMED 20,277 ENLISTMENT BONUSES FOR FY 79 (GROSS COST \$30.3M)
- FY 79 BONUS RECIPIENTS 13,249 @ \$1,500 = \$19.9M COST
- INCREASED BONUS & EXPANDED ELIGIBILITY ESTIMATED TO INCREASE ACCESSIONS BY 6,500

13,249	
<u>6,500</u>	NEW ACCESSIONS
19,749	TOTAL FY 81

- FY 81 BONUS COST 19,749 @ \$2,400 = \$47.4M
- DIFFERENCE IN COSTS - \$28.5M (DIFFERENCE IN PROGRAM - \$17.1M)

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCENTIVE PACKAGE SUMMARY PAGE

SECRET TITLE: Expand Eligibility for TPU Enlistment PDIP: 15-A12  
Bonuses  
GOAL: B (Human Goal) DTG: 061200Dec

RESOURCE SUMMARY:	FY80	FY81	FY82	FY83	FY84	FY85	FY86
TOA(\$M)	0	28.5	28.5	28.5	28.5	28.5	28.5
AC ES							
USAR ES							
ARNG ES							
CIV ES							

NARRATIVE DESCRIPTION: This program would offer enlistment bonuses up to \$2,400 for hard-to-fill skills in the reserve components. Bonuses would be paid for specific skills, regardless of the deployability of the RC unit. Implementation of this program should result in 6,500 new accessions annually.

RATIONALE/ANALYSIS: The Selected Reserve Incentive Program (SRIP) currently authorizes \$1,500 enlistment bonuses for selected RC units, based upon the unit's deployability. This program would authorize the DA DCSPER to determine the overall needs of the RC for specific skills and to offer bonuses to four year enlistees for those spaces in any RC unit. The person with the desired skill would be available for mobilization needs regardless of unit assignment. Failure to fund this program will result in continued shortages of hard-to-fill skills.

RELATIONSHIP TO OTHER PDIPs:

RELATIONSHIP TO GUIDANCE:

RESPONSIBLE STAFF AGENCY	STAFF/MACOM POC NAME: LTC Matthews PHONE: 697-7384	PAID POC NAME: PHONE:
--------------------------	--	-----------------------------

DACS-DPD Form 2-IR(Test)  
REVISED 13MAR79



CONCEPT: INTERREGIONAL RECRUITING FOR TPU

- FEATURES:
- RECRUIT TPU PERSONNEL FOR UNITS IN GEOGRAPHIC AREAS OTHER THAN CLOSE TO ENLISTEE'S HOME
  - OVERFILL LOCAL TPU UNITS FOR DRILL ATTENDANCE
  - ASSIGNMENTS TO UNDERFILLED UNIT FOR ACCOUNTING, MOBILIZATION, AND ANNUAL TRAINING

RESULTS:  
(000)

COST:  
(\$M)

	80	81	82	83	84	85	86
AC							
TPU		3	3	3	3	3	3
IRR							
----- TOA							

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCREMENT PACKAGE SUMMARY PAGE

SEDR TITLE: Interregional Recruiting for USAR PDIP: 1S-A11

GOAL: B (Human Goal) DTG: 031200Dec

RESOURCE SUMMARY:	FY80	FY81	FY82	FY83	FY84	FY85	FY86
TOA(\$M)	0	0	0	0	0	0	0
AC ES							
USAR ES							
ARNG ES							
CIV ES							

NARRATIVE DESCRIPTION: This proposal would authorize recruitment of USAR personnel for units in geographic areas other than near the enlistees' home. The enlistee would be assigned to a unit with an opening for his/her skill for mobilization and for active duty training, but would attend drills with a unit near his/her residence. Implementation of this program will result in 3,000 new accessions for USAR troop program units annually.

RATIONALE/ANALYSIS: By virtue of location and socio-economic considerations, some USAR units have more applicants than spaces while other units remain understrength. Interregional recruiting would allow units to fill vacancies with qualified applicants from other geographic areas. The enlistee's individual equipment would remain with a unit near his/her home where he/she would attend drills. The enlistee would be assigned to an understrength unit for accounting purposes, mobilization, and AT. Failure to fund this program will cause a continued shortfall in certain USAR units.

RELATIONSHIP TO OTHER PDIPs:

RELATIONSHIP TO GUIDANCE:

RESPONSIBLE STAFF AGENCY	STAFF/MACOM POC NAME: LTC Matthews PHONE: 697-7384	PAID POC NAME: PHONE:
--------------------------	--	-----------------------------

DACS-DPD Form 2-IR(Test)  
REVISED 15MAR79

CONCEPT: EXPANSION OF THE MAN DAY SPACE (MDS) PROGRAM IN SUPPORT OF RC RECRUITING

- FEATURES:
- INCREASES MONEY TO PROVIDE ADDITIONAL 114K MDS FOR RC PERSONNEL TO SUPPORT RECRUITING (RETURNS TO 1978 LEVELS)
  - MDS PROGRAM AUTHORIZES BRINGING RC MEMBERS ON ACTIVE DUTY FOR SHORT PERIODS OF TIME (1-3 DAYS) TO GENERATE ENLISTMENT LEADS
  - MDS FOR USAR TO BE CONTROLLED BY USAREC
  - MDS FOR ARNG TO BE CONTROLLED BY NG

RESULTS:  
(000)

COST:  
(\$M)

	80	81	82	83	84	85	86
AC							
TPU		11	11	11	11	11	11
IRR							
-----TOA		4.3	4.3	4.3	4.3	4.3	4.3

RATIONALE

- REQUESTING 114,984 ADDITIONAL MAN DAY SPACES AT A COST OF \$4.3M
- ARNG PILOT PROGRAM PRODUCED ENLISTMENTS AT A COST OF \$100.67 EACH
- NATIONWIDE MDS PROGRAM IS ESTIMATED TO RECRUIT 11K NEW ACCESSIONS AT A COST OF \$391 EACH

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCREMENT PACKAGE SUMMARY PAGE

SHORT TITLE: Expansion of Man Day Space Program to PDIP: 1S-A10  
Support Reserve Component Recruiting  
 GOAL: B (Human Goal) DTC: 031200Dec

RESOURCE SUMMARY:	FY80	FY81	FY82	FY83	FY84	FY85	FY86
TOA(SM)	-0-	4.3	4.3	4.3	4.3	4.3	4.3
AC ES							
USAR ES							
ARNG ES							
CIV ES							

NAFFATIVE DESCRIPTION: This program would expand the man day space (MDS) program to assist in recruiting for the reserve components (RC). Number of MDS has been reduced from 164,984 in FY 78 to 50,400 (34,200 ARNG and 16,200 USAR) for FY 80. This proposal would raise the FY 81 and subsequent year MDS allocation to FY 78 levels. Implementation of this proposal is estimated to attract 11,000 new accessions annually.

RATIONALE/ANALYSIS: A MDS is an authorization to place an RC member on pay status to assist recruiters. Recruiting activities during active duty training or regular drill are prohibited. Man day spaces are cost-effective and efficient means to generate enlistment leads. Pennsylvania National Guard pilot program indicated a cost \$100.67 per MDS generated enlistment. Failure to fund this program will decrease the number of available leads thereby reducing enlistments.

RELATIONSHIP TO OTHER PDIPs:

RELATIONSHIP TO GUIDANCE:

RESPONSIBLE STAFF AGENCY	STAFF/MACOM POC NAME: LTC Matthews PHONE: 697-7384	PAID POC NAME: PHONE:
--------------------------	--	-----------------------------

DACS-DPD Form 2-IR(Test)  
REVISED 11MAR79

CONCEPT: IN SERVICE RECRUITING (ISR) FOR RESERVE COMPONENTS (RC)

FEATURES:

- ESTABLISH AC UNIT QUOTAS FOR TPU ENLISTMENTS (2D PRIORITY TO AC RE-UPS)
- MEASURE IN CONJUNCTION WITH RE-UP PROGRAM
- ACCELERATE DEVELOPMENT OF AN AUTOMATED STATION LISTING FOR RC AND  
INTEGRATE WITH RETAIN AT INSTALLATION LEVEL

RESULTS:  
(000)

COST:  
(\$M)

	80	81	82	83	84	85	86
AC							
TPU		3.5	3.5	3.5	3.5	3.5	3.5
IRR		.5	.5	.5	.5	.5	.5
TOA		TBD	TBD	TBD	TBD	TBD	TBD

RATIONALE

- ASSUMPTION: ONGOING ACTIONS TO ASSIGN REENLISTMENT NCO TO EACH BATTALION LEVEL UNIT WILL BE ACCOMPLISHED
- THERE WILL BE COSTS ASSOCIATED WITH INTEGRATION OF AUTOMATED STATION LISTING FOR RC WITH RETAIN (TBD)
- CURRENTLY 35,000 PS ACCESSIONS FROM AC TO RC PER YEAR
- ADDITIONAL EMPHASIS ON ISR WILL RESULT IN ESTIMATED 10% INCREASE IN PS ACCESSIONS (TOTAL 4,000)

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCIDENT PACKAGE SUMMARY PAGE

SEORI TITLE: In Service Recruiting for Reserve Components PDIP: 1S-A16

GOAL: \_\_\_\_\_ DTC: 061200Dec

RESOURCE SUMMARY:	FY80	FY81	FY82	FY83	FY84	FY85	FY86
TOA(\$M)	TBD	TBD	TBD	TBD	TBD	TBD	TBD
AC ES							
USAR ES							
ARNG ES							
CIV ES							

NARRATIVE DESCRIPTION: In Service Recruiting (ISR) currently operates at 29 CONUS installations with 35 personnel and ARNG ISR operates at 22 CONUS installations with 24 personnel, plus 5 personnel in USAREUR. ISR personnel counsel AC separatees regarding enlistment into the IRR or TPU for non-obligated separatees. (AC reenlistment remains first priority.)

RATIONALE/ANALYSIS: Establishment of AC unit quotas for TPU/IRR enlistment in addition to reenlistment quota will insure appropriate counseling for separatees not reenlisting in the AC. Accelerated development of RC automated station listing and integration with RETAIN will enhance real time capability of Unit Reenlistment NCO and ISR personnel to provide valid RC data to AC separatees. More flexibility in writing enlistment contracts will further enhance ISR program potential. These actions would result in an estimated 4.0K additional RC accessions per fiscal year. There will be costs associated with integration of Automated Station listing for RC with RETAIN (TBD). (ASSUMPTION: Ongoing action to assign Reenlistment NCO to each battalion level unit will be accomplished.)

### RELATIONSHIP TO OTHER PDIPs:

1S-M2; 1S-M4; 1S-M5; 1S-A12

### RELATIONSHIP TO GUIDANCE:

Supports Part VI. A, B & C; Section N Manpower, DOD Consolidated Guidance, FY81-85.

RESPONSIBLE STAFF AGENCY	STAFF/MACOM POC	PAID POC
DAPE-MPR	NAME: LTC Hall PHONE: 695-9843	NAME: PHONE:

DACS-DPD Form 2-IR(Inst)  
REVISED 13MAR79



CONCEPT: RECRUIT TO PEACETIME MANNING OBJECTIVES

FEATURES: - BASED ON RECOMMENDED ENLISTMENT AND REENLISTMENT INCENTIVES/OPTIONS  
 PLUS OTHER ONGOING ACTIONS/PROGRAMS(I.E., RECRUITER AIDES)  
 - POTENTIAL FOR EARLIEST FILL BY LATE FY 82

RESULTS:  
 (000)

COST:  
 (\$M)

	80	81	82	83	84	85	86
AC							
TPU		40.4	68.0	55	43.3	25.9	15.1
IRR							
TOA		25.5	34.1	23.3	19.8	10.5	3.5

RATIONALE

ASSUMPTIONS:

- ENLISTMENT CONTRACT: 0 x 4 x 2
- ANNUAL ATTRITION RATES:

YEAR:	1	2	3	4
RATE:	20%	15	15	5

- REENLISTMENT RATE: 20% OF ENTRANCE COHORT GROUP
- CURRENT POM PROGRAMS MEET OBJECTIVES

- ALL INITIATIVES APPLIED FULLY IN FY 81
- NEW LOAN FORGIVENESS IN FY 82; OTHER INITIATIVES AT AVERAGE 36% OF FY 81 LEVEL
- NEW INITIATIVES NEED DIMINISHED IN FY 83 - FY 86 DUE TO CARRYOVER FROM PROGRAM AND INITIATIVE SUCCESSSES
- FEED TO AC AND IRR NOT CALCULATED

AD-A081 735

DEPUTY CHIEF OF STAFF FOR PERSONNEL (ARMY) WASHINGTON DC  
MANNING THE FORCE.(U)  
DEC 79 W J MEHL, D PHILLIPS, A BAKER

F/G 5/9

UNCLASSIFIED

NL

2 2  
21  
508 131



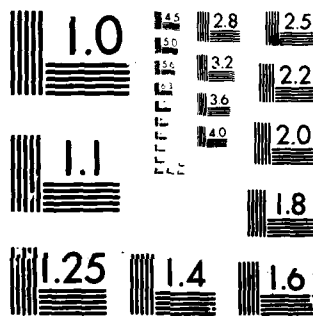

END

DATE

FILED

4-80

DDC



MICROCOPY RESOLUTION TEST CHART  
NATIONAL BUREAU OF STANDARDS-1963-A

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCENTIVE PACKAGE SUMMARY PAGE

SECT TITLE: Recruit to Peacetime Manning Objectives PDIP: 1S-A9

GOAL: \_\_\_\_\_ DTG: 061200Dec

RESOURCE SUMMARY:	FY80	FY81	FY82	FY83	FY84	FY85	FY86
TOA(\$M)	3	64.2	98.8	133.4	168	178.2	188.4
AC ES							
USAR ES							
ARNG ES							
CIV ES							

NARRATIVE DESCRIPTION: Substitute peacetime manning requirements for currently used recruiting objectives in order to identify, program and utilize resources required to increase strength to the peacetime level.

RATIONALE/ANALYSIS: The Selected Reserve Enlistment Reenlistment incentives initiated in December 1978 for early deploying ARNG and USAR units appear to have reversed a six-year strength decline (current strength - 344K for ARNG and 188K for USAR). It is possible to raise troop program units to desired peacetime strength (400K for ARNG and 260K for USAR) rather than budget end strength (345K for ARNG and 188K for USAR) by maximum use of initiatives. The Early Deploying Unit Enlistment & Reenlistment Bonus, the enlistment option for three years of Selected Reserve service followed by a three year IRR obligation (OX3X3) and Critical Skill Enlistment Bonus along with adequate advertising and recruiting and retention personnel as well as ongoing programs, has the potential to increase Selected Reserve strength 103

RELATIONSHIP TO OTHER PDIPs:

- Interregional Recruiting for USAR
- Retention
- In Service Recruiting (ISR) for Reserve Components

RELATIONSHIP TO GUIDANCE:

RESPONSIBLE STAFF AGENCY	STAFF/MACOM POC	PAED POC
	NAME: LTC Faucette PHONE: 697-8732	NAME: PHONE:

DACS-DPD Form 2-IR(Test)  
REVISED 13MAR79

MANNING THE FORCE STUDY

FY 80-86 PROGRAM DEVELOPMENT INCREMENT PACKAGE  
CONTINUATION SHEET

SHORT TITLE: Recruit to Peacetime Manning PDIP: 1S-A<sup>9</sup>  
Objectives

TYPE DISPLAY: \_\_\_\_\_ DTG: \_\_\_\_\_

RATIONALE/ANALYSIS (Continued)

thousand above the FY79 level by FY85. Funding, at the present time is not a problem since Congress has committed itself to fund whatever level achieved by Combat/Combat Support Units. The Army has commenced a detailed evaluation of mobilization training base capacity. This evaluation/analysis will go down to installation, equipment and unit level detail in order to identify potential constraints. The Army is committed to this review and future investment in the training base.

RELATIONSHIP TO OTHER PDIPs (Continued)

- Review of RC Enlistment Status
- TPU Enlisted Scholarship Program
- Expand TPU Recruiting Incentives
- Use of Bonus for TPU
- Expansion of the Man Day Space Program in Support of USARC Recruiting
- Enlistment Referral Program
- Stripes for Hard-to-Fill Skills

CONCEPT: ENLISTMENT REFERRAL PROGRAM

- FEATURES:
- ADJUNCT TO TOTAL ARMY RECRUITING PROGRAM
  - CHAIN OF COMMAND STIMULATED/MEASURES
  - EMPHASIS ON POTENTIAL FOR ENLISTMENT NOT QUANTITY OF LEADS
  - MECHANISM FOR FEEDBACK (USAREC TO MACOM TO UNIT TO INDIVIDUAL) FOR LEADS RESULTING IN ENLISTMENT

RESULTS:  
(000)

	80	81	82	83	84	85	86
AC	1	5	5	5	5	5	5
TPU		1.5	1.5	1.5	1.5	1.5	1.5
IRR							
-----TOA	.075	.15	.15	.15	.15	.15	.15

COST:  
(\$M)

RATIONALE

1.6 M BASE

25% WILL BE MOTIVATED TO SUPPORT PROG

400K ACTIVE WORKERS

25% WILL SUBMIT LEADS

100K LEADS @ PROCESSING COST OF \$1.50EA OF WHICH

5% = 5000 AC ENLISTMENTS

1.5% = 1500 RC ENLISTMENTS



# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCREMENT PACKAGE SUMMARY PAGE

SHORT TITLE: Enlistment Referral Program PDIP: 1S-1A  
DTG: 061200Dec

RESOURCE SUMMARY:	FY80	FY81	FY82	FY83	FY84	FY85	FY86
TOA(\$M)	.075	.15	.15	.15	.15	.15	.15
AC ES							
USAR ES							
ARNG ES							
CIV ES							

**NAFJATIT DESCRIPTION:** TARP is a chain of command stimulated/measured program with the objective of encouraging all uniformed and civilian members of the Army to furnish the Recruiting Community with the names/addresses of individuals who may be potentially interested in enlisting in the Army.

**RATIONALE/ANALYSIS:** As part of the "Total Army Involvement In and Support of the US Army Recruiting Effort" dtd 20 Nov 79, TARP will use command emphasis backed up by local incentives to elicit quality leads for an increase of 5000 enlistments per year. A "quality" lead will consist of the name/address of an individual who is known by personal contact/knowledge to have a potential interest in enlisting in the Army. The referral will be made by means of a locally reproduced, pocket sized card. The card will be forwarded through command channels to a central location for processing. Under the supervision of USAREC, the central processing point will forward the referral to an appropriate local recruiter while simultaneously sending to the potential enlistee a letter containing the address/phone number of a **RELATIONSHIP TO OTHER PDIPs:**

**RELATIONSHIP TO GUIDANCE:**

ORIGINATING AGENCY:

POC FOR:	COMMAND	DA STAFF	PAED	COA
NAME: LTC Faucette OFFICE SYMBOL: AUTOVON: 697- 8732	USAREC ----	DAPE-MPE		

DACS-DPD Form 2-IR(Inst)  
SEP 79 (previous versions are obsolete)  
Revised

Page 1 of 2

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCREMENT PACKAGE CONTINUATION SHEET

SHORT TITLE: Enlistment Referral Program PDIP: 19-1A .  
TYPE DISPLAY: \_\_\_\_\_ DTG: \_\_\_\_\_

local recruiting office. An integral part of TARP is a method for providing USAREC feedback on each lead (USAREC to MACOM to unit to individual). Feedback will help to maintain the quality of the leads and to insure that Army referral resulting in an enlistment can be properly rewarded/recognized in accordance with locally established incentives. Funding for TARP is estimated at 150K per year based on an estimated 100K referrals at \$1.50 per referral.

### TOTAL ARMY REFERRAL PROGRAM

#### LEAD REFERRAL CARD (FRONT)

UIC \_\_\_\_\_

From personal knowledge and/or contact, I believe the following individual may be interested in additional information and/or enlistment in the US Army:

NAME \_\_\_\_\_ \*DATE OF BIRTH \_\_\_\_\_

ADDRESS \_\_\_\_\_ \*HIGH SCHOOL \_\_\_\_\_

PHONE \* \_\_\_\_\_

PERSON REFERRING PROSPECT NAME \_\_\_\_\_

UNIT ADDRESS \_\_\_\_\_ DATE \_\_\_\_\_

\*If possible

(BACK)

Privacy Act: When personally contacting the prospect for information, it is mandatory by law that you show the potential the following statement, or if contact is by phone you read it: "The Army needs this information about Army opportunities. Providing this information is voluntary, but failure to provide it may preclude sending information about Army employment opportunities. The information will be used for recruiting purposes. There is no obligation (authority 10 USC 503)"

CONCEPT: IRR LOCAL DETACHMENTS FOR PEACETIME C & C FOR MOBILIZATION

FEATURES:

- APPROXIMATELY 100 MEMBERS PER DETACHMENT
- SMALL CELL (IRR PEOPLE) ASSISTS PERSONNEL MANAGEMENT, REFRESHER TRAINING, MOB RECALL PLANS
- IMPROVES MOBILIZATION SHOWRATE
- PROMOTES EXTENDED IRR SERVICE
- JOINT USE OF USAR AND OTHER FACILITIES
- COUNTERPART TRAINING OPTION WITH LOCAL TPU (POTENTIAL FEED FOR TPU)
- SUPPORTS ACCELERATED EXPANSION OF EPMS-USAR

RESULTS:  
(000)

COST:  
(\$M)

	80	81	82	83	84	85	86
AC							
TPU							
IRR			8	12	16	20	20
----- TOA	280K		2.4	2.4	2.4	2.4	2.4

RATIONALE

IRR PLUS-UPS ARE GOALS FOR REDUCTION OF PROGRAMMED LOSSES  
(END OF MSO, DROPPED FROM ROLLS AS NON-LOCATABLE)

TPU PLUS-UPS GOALS NOT YET DEVELOPED. GOOD POTENTIAL

FY 80 (ONE-TIME) \$280K CONTRACTOR SUPPORT TO PREPARE PERSONNEL MGMT HANDBOOK  
(REPLACE 23 ARMY REGS) DESIGN SYSTEM (SIDPERS-RC/SIDPERS-WAR) INTERFACE

FY 82-86 \$2.4M OMA/OMAR SUPPORT COSTS SHARING (JOINT-USE FACILITIES, TELEPHONE, ETC)

MPWR: 4 SPACES TO RCPAC FY 80,81, 82 FOR PLANNING, IMPLEMENTATION, EVALUATION

OPTION: DETACHMENT HQ (2 OFF, 1 EM - IRR MEMBERS) IN TNG/PAY CAT C  
(12 PAID DRILLS + 14 DAYS AT) AT AN ANNUAL COST OF \$13.6M

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCUBENT PACKAGE SUMMARY PAGE

SECT TITLE: IRR Local Detachments for Peacetime PDIP: 15-M5  
C & C for Mobilization

GOAL: \_\_\_\_\_ DTG: 061200Dec

RESOURCE SUMMARY:	FY80	FY81	FY82	FY83	FY84	FY85	FY86
TOA(\$M)	280		2.4	2.4	2.4	2.4	2.4
AC ES							
USAR ES							
ARNG ES							
CIV ES							

NARRATIVE DESCRIPTION: Establish Community - based IRR detachments, to which all members of IRR are to be assigned. Mission of the detachment is to maintain MOB plan, including telephone recall plan and movement plan to rapidly and efficiently execute mobilization. Detachment commander, a training officer and a PSNCO, also IRR members, will perform unit level personnel management, administrative and training functions for approximately 100 assigned members. Member conducts all business through the detachment.

RATIONALE/ANALYSIS: IRR problems include shortage in total numbers, skill mix, shelf-life of recorded skills and responsiveness to Army MOB plans. The span of control is too great (RCPAC: 200K individuals). Mobilization yield (OSD estimates 70%) is difficult to estimate with mail/telephone - only contact with members. Execution of a mobilization depends largely upon cooperation of members.

Concept inserts a command and control detachment at the local level for interface with the member. Detachment serves the personnel management needs of member, but more importantly, makes it possible to feed IRR members into TPU vacancies, arrange training/re-training of IRR members in TPU programs.

Detachment HQ and others as required perform their duties for Retirement Points, as most officers and NCOs do now, except this concept gives them a mission and responsibility.

RELATIONSHIP TO OTHER PDIPs:

RELATIONSHIP TO GUIDANCE:

RESPONSIBLE STAFF AGENCY	STAFF/MACOM POC	PAED POC
DAPE-MBP-MOV	NAME: LTC Faucette PHONE: 227-8732	NAME: PHONE:

DACS-DPD Form 2-IR(Test)  
REVISED 15MAR79

CONCEPT: CERTAIN DIVISIONS RECRUIT THEIR OWN SOLDIERS

FEATURES:

- USE DRAP PROGRAM TO RECRUIT
- ONE YEAR STABILITY
- ROTATE ASSIGNMENT WITH OVERSEAS "SISTER" DIVISIONS (OR FORWARD DEPLOYED BRIGADE)

RESULTS: ENHANCE COHESION; IMPROVE RETENTION

COST: MANPOWER & DOLLAR COSTS TBD

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCENTIVE PACKAGE SUMMARY PAGE

SECRET TITLE: Certain Divisions Recruit Their Own PDIP: 1S-A8  
Soldiers  
GOAL: \_\_\_\_\_ DTC: 111200Dec

RESOURCE SUMMARY:	FY80	FY81	FY82	FY83	FY84	FY85	FY86
TOA(\$M)			TBD				
AC ES							
USAR ES							
ARNG ES							
CIV ES							

NARRATIVE DESCRIPTION: This program would allow CONUS-based divisions to recruit for division vacancies. The Division Recruiter Assistance Program (DRAP) would be reinstituted to generate enlistment leads for spaces controlled by REQUEST. One year stabilization after assignment to a unit would be guaranteed. This program would not increase enlistments but would improve cohesion and reduce early attrition.

RATIONALE/ANALYSIS: Numerous moves in early training stages do not enhance the retainability of new enlistees. Recruitment for specific divisions would give the recruit a feeling of belonging. Rotation of assignments with oversea's cooperating divisions or forward deployed brigades would further improve the probability of retaining the soldier to complete his/her term of service. Failure to fund this program would have a detrimental effect on retention rates by lessening cohesion.

RELATIONSHIP TO OTHER PDIPs:

RELATIONSHIP TO GUIDANCE:

RESPONSIBLE STAFF AGENCY	STAFF/MACOM POC	PAID POC
	NAME: LTC Matthews PHONE: 697-7428	NAME: PHONE:

DACS-DPD Form 2-IR(Inst)  
REVISED 13MAR79

CONCEPT: MODIFICATION OF CURRENT REPLACEMENT SYSTEM TO INCREASE COHESION

FEATURES: - TEST REPLACEMENT PROGRAM TO PROVIDE SECTION, TEAM, CREW, OR SQUAD REPLACEMENTS FROM CONUS TO USAREUR

- INVOLVE 1ST INF, 4TH INF, 2D ARMD DIV AND THEIR RESPECTIVE FWD BDES IN USAREUR

- LIMIT TO CMF 11, 13, 19

RESULTS: - INCREASES COHESION, READINESS AND RETENTION

- REDUCES ATTRITION

COST: TBD



# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCREMENT PACKAGE SUMMARY PAGE

SHORT TITLE: Modification of Current Replacement PDIP: 1S-R6  
System to Increase Cohesion  
 GOAL: B (Human Goal) DTG: 061200Dec

RESOURCE SUMMARY: FY80 FY81 FY82 FY83 FY84 FY85 FY86

TOA(\$M)  
 AC ES  
 USAR ES  
 ARNG ES  
 CIV ES

NARRATIVE DESCRIPTION: This proposal would modify the current individual replacement system (on a test basis) by providing for team, crew, or squad unit replacements, initially for CMF 11, 13, and 19, from selected CONUS divisions to their forward brigades in USAREUR. The proposal would increase cohesion at the level of unit where it would have the greatest impact with the potential of increasing combat effectiveness, reducing attrition, and increasing retention.

RATIONALE/ANALYSIS: The individual replacement system, although easiest to manage, is the most disruptive particularly as related to unit cohesion at the level of organization where it is most important; that is, the squad, the crew, and the team. At this level of organization mutual bonding occurs and assists the soldier in overcoming adversity and adjusting to his environment. The test would involve the 1st and 4th Infantry and 2d Armored Divisions and their respective forward brigades in USAREUR. Initially it would include only the infantry rifle squads, machine gun teams, anti-armor teams, armor crews, and field artillery cannon sections.

### RELATIONSHIP TO OTHER PDIPs:

1S-A1, 1S-M1, 1S-M2, 1S-M9

### RELATIONSHIP TO GUIDANCE:

RESPONSIBLE STAFF AGENCY	STAFF/MACOM POC	PAED POC
DAPE-MP	NAME: MAJ Tratensek PHONE: 695-9843	NAME: PHONE:

DACS-DPD Form 2-IR(Test)  
 REVISED 13MAR79

CONCEPT: DUTY POSITION INCENTIVE PROGRAM

FEATURES:

- GEARED TO SELECTED PROBLEM 3 DIGIT MOS'S
- CONTROL BY GRADE, AREA OF ASSIGNMENT/WORK CONDITIONS (E.G., SIMOS, GRADE-STRUCTURE PROBLEMS)
- \$100 MONTHLY ALLOWANCE

RESULTS:

- ALLEVIATE DISINCENTIVES TO RETENTION
- MORE CAREER ENHANCING ASSIGNMENTS

COST:

FY 81 - FY 86, \$60M PER YEAR

RATIONALE

- ESTIMATE 50,000 POSITIONS MAY BE AFFECTED
- MANAGED BY MILPERCEN

C-52

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCREMENT PACKAGE SUMMARY PAGE

SECRET TITLE: Duty Position Incentive Program PDIP: 1S-R5

GOAL: \_\_\_\_\_ DTG: 061200Dec

RESOURCE SUMMARY:	FY80	FY81	FY82	FY83	FY84	FY85	FY86
TOA(\$M)		60	60	60	60	60	60
AC ES							
USAR ES							
ARNG ES							
CIV ES							

NARRATIVE DESCRIPTION: Assignment inequities in certain hard-to-fill MOS result in disincentives to retention. These inequities are the result of repetitive assignments to duties performed either in undesirable conditions or geographic areas. These assignments may also result in performing duties without benefit of the commensurate rank. Force structure also creates imbalance in promotion opportunity.

RATIONALE/ANALYSIS: Initiation of a duty position incentive program whereby SM would be awarded a \$100 per month allowance for specific service would alleviate disincentives. Duty positions for which this allowance would be paid would be consolidated on a master list determined by MILPERCEN. It is estimated that 50,000 positions could be affected by this program.

### RELATIONSHIP TO OTHER PDIPs:

1S-M1; 1S-M2, 1S-M12; 1S-A6; 1S-R7

### RELATIONSHIP TO GUIDANCE:

Supports Part VII.B: Section N Manpower, DOD Consolidated Guidance, FY81-85.

RESPONSIBLE STAFF AGENCY	STAFF/MACOM POC	PAID POC
DAPE-MPE	NAME: LTC Hall PHONE: 695-9843	NAME: PHONE:

DACS-DPD Form 2-IR(Test)  
REVISED 13MAR79

CONCEPT: FIRST SERGEANT POSITION

FEATURES: - INSTITUTE INCENTIVE PAY SIMILAR TO THE PROGRAMS FOR DI & RECRUITERS

RESULTS: ENCOURAGES 100% FILL OF CRITICAL POSITION WITH BEST TALENT

COST: FY 81 - FY 86: 4.9M PER YEAR

RATIONALE

- 4,096 FIRST SERGEANT POSITIONS
- \$100 PER MONTH PROPOSED INCENTIVE (TOTAL COST PER YEAR \$4.9M)

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCENTIVE PACKAGE SUMMARY PAGE

REPORT TITLE: First Sergeant Position

PDIP: 1S-R4

GOAL: \_\_\_\_\_

DTC: 061200Dec

RESOURCE SUMMARY:	FY80	FY81	FY82	FY83	FY84	FY85	FY86
TOA(\$M)	-	4.9	4.9	4.9	4.9	4.9	4.9
AC ES	-	None					
USAR ES	-	None					
ARNG ES	-	None					
CIV ES	-	None					

NARRATIVE DESCRIPTION: Develop an incentive program which will enhance the desirability of service in and competition for the First Sergeant position.

### RATIONALE/ANALYSIS:

BACKGROUND: The Army is programming for, and achieving its statutory limits on E8's. The position of First Sergeant is not universally accepted as desirable as a staff position. The over documentation for E8's in TOE/TDA units has lead to a shortage of personnel to fill the First Sergeant position.

CONCEPT: To alleviate the disincentives associated with First Sergeant duty a monthly allowance of \$100.00 for service in that position would be provided.

RESULTS: More soldiers in the rank of Master Sergeant E8 would compete for duty as a First Sergeant.

### RELATIONSHIP TO OTHER PDIPs:

1S-R5

### RELATIONSHIP TO GUIDANCE:

RESPONSIBLE STAFF AGENCY	STAFF/MACOM POC	PAED POC
DAPE-HRS	NAME: LTC Weary PHONE: 697-6086	NAME: PHONE:

DACS-DPD Form 2-IR(Test)  
REVISED 18MAR79

CONCEPT: EXPEDITIOUS DISCHARGE PROGRAM

- FEATURES:
- REDUCE EDP DISCHARGE PERIOD TO 18 MONTHS
  - REQUIRE REHAB REASSIGNMENT (COMPANY LEVEL OR HIGHER) FOR A MINIMUM OF 60 DAYS
  - MANDATORY IRR PLACEMENT THROUGH MSO

RESULTS:  
(000)

COST:  
(\$M)

	80	81	82	83	84	85	86
AC	0.5	1	1	1	1	1	1
TPU							
IRR	.25	.5	.5	.5	.5	.5	.5
-----TOA							



RATIONALE

- APPROXIMATELY 2% OF ACCESSIONS ARE ELIMINATED UNDER EDP BETWEEN 19TH AND 24TH MONTH OF SERVICE
- 1/2 OF THESE WOULD COMPLETE THEIR ENLISTMENT
- CURRENTLY REHABILITATION REQUIREMENTS WAIVEABLE
- CURRENTLY NO FIRM REQUIREMENT FOR PLACEMENT OF EDP'S INTO IRR  
(COMMANDER'S OPTION)
- FURTHER REDUCTION OF EDP PERIOD FROM OSD PROPOSED 24 MONTHS TO 18 MONTHS  
WOULD RESULT IN INCREASED RETENTION TILL COMPLETION OF ENLISTMENT  
OBLIGATION

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCENTIVE PACKAGE SUMMARY PAGE

SECT: TITLE: Expeditious Discharge Program PDIP: 1S-R2  
GOAL: \_\_\_\_\_ DTG: 061200Dec

RESOURCE SUMMARY: FY80 FY81 FY82 FY83 FY84 FY85 FY86

TOA(\$M)  
AC ES  
USAR ES  
ARNG ES  
CIV ES

NAFATIVE DESCRIPTION: This proposal would modify the current EDP program and make it applicable to personnel only during the first 18 months of service as opposed to the current policy of 36 months and OSD proposed 24 month period. Coupled with this proposal would be a requirement for a minimum 60 day rehabilitation transfer to another unit prior to EDP elimination. Additionally it would provide for mandatory placement into IRR till MSO is completed

RATIONALE/ANALYSIS: 2% of accessions are eliminated under the EDP between 19th and 24th month of service. This figure is likely to become larger for the FY79 and FY80 accession cohort groups due to a higher proportion of NHSDG than in the recent past. Currently there is no DA policy on specified rehabilitation requirements and their duration for EDP. By providing for a rehabilitation transfer and a minimum of 60 days in a new unit it is anticipated that the EDP rate and subsequent potential other adverse discharges would be reduced. Mandatory placement into IRR through MSO would increase IRR by .5K annually. The proposal has the potential of decreasing active component annual attrition by 1K.

### RELATIONSHIP TO OTHER PDIPs:

1S-R1

### RELATIONSHIP TO GUIDANCE:

RESPONSIBLE STAFF AGENCY  
DAPE-MP

STAFF/MACOM POC  
NAME: MAJ Tratensek  
PHONE: 695-9843

PAED POC  
NAME:  
PHONE:

DACS-DPD Form 2-IR(Test)  
REVISED 13MAR79

CONCEPT: CONTINUITY OF KEY PERSONNEL MANAGERS

FEATURES: - GIVE PRIORITY TO MAINTAINING MINIMUM OF TWO-YEAR STABILITY FOR  
ODCSPER DIRECTORS

RESULTS: INCREASED TENURE WILL INCREASE BALANCE AND FOLLOW THROUGH IN HANDLING  
COMPLEX PERSONNEL PROGRAMS

COST: NONE

# MANNING THE FORCE STUDY

## FY 80-86 PROGRAM DEVELOPMENT INCIDENT PACKAGE SUMMARY PAGE

SECRET TITLE: Continuity of Key Personnel Managers PDIP: 1S-M3

GOAL: \_\_\_\_\_ DTG: 061200Dec

RESOURCE SUMMARY: FY80 FY81 FY82 FY83 FY84 FY85 FY86

TOA(\$M)  
AC ES  
USAR ES  
ARNG ES  
CIV ES

NARRATIVE DESCRIPTION: ODCSPER directors typically average slightly better than one year on the job. Short tenure in these positions does not support needed continuity and sustained in-depth knowledge necessary for best program execution.

RATIONALE/ANALYSIS: A minimum two-year tenure for ODCSPER directors provides a reasonable trade-off between job requirements and scarce resources.

RELATIONSHIP TO OTHER PDIPs:

RELATIONSHIP TO GUIDANCE:

RESPONSIBLE STAFF AGENCY

DAS

STAFF/MACOM POC

NAME: LTC Faucette  
PHONE: 697-8732

PAED POC

NAME:  
PHONE:

DACS-DPD Form 2-IR(Inst)  
REVISED 13MAR79

**ANNEX D: OTHER IDEAS/ISSUES CONSIDERED**

### OTHER IDEAS/ISSUES CONSIDERED

1. Increase standardization of MTOEs

- ° Implementation of Change Study (IC) by ODCSOPS/CAA is focusing on improvements in processes for generating, reviewing, implementing, frequency and redundancy of TOE changes.

2. Increase the use of Type B and Type C units

- ° Significant increase is not feasible; selective but limited expansion of types B and C units through Total Army Analysis process can be accomplished.

3. Improve the mobilization apparatus

- ° Ongoing Mobilization Base Requirements Model (MOBREM) study is addressing
- ° Army Mobilization Planning System (AMPS - carryover from ACCS-82 Study) office ODCSOPS has charter for in-depth study.

4. Identify manpower savings through improvements in PERSACS, Troop Program guidance, POM Narratives, Troop Lists and the authorizations system

- ° Contractor-supported efforts are ongoing to improve capability to identify manpower requirements early in the materiel acquisition process.
- ° SACS and PERSACS are targets of separate but coordinated studies by DAMO and MILPERCEN (FORCAST).
- ° DAMO MOBREM study seeks to identify better MOB manpower requirements.

5. Improve Quality of Life

- ° QOL program is ongoing; subject is fundamental issue that depends on improved (real and perceived) quality of life and appropriate media advertising.

6. Develop the concept of the "Emergency Reserve" (Veteran draft)
  - ° Army generally opposes concept; congressional opposition also exists.
7. Improve the capability for casualty estimation
  - ° New casualty estimation model now being developed by Concepts Analysis Agency.
8. Promote National Service Program
  - ° Military/Civilian Service for all draft-age youth - could be counter-productive to efforts to get a registration or draft law.
  - ° Rep. Gooding's bill to establish a universal service program currently pending legislative action in Congress.
9. Lower qualification standards for initial entry
  - ° Mental, physical, moral, educational, and dependency criteria have been lowered to the minimum acceptable levels.
  - ° Further reduction of standards unacceptable
  - ° Reduction of physical standards to mobilization criteria for same skills in the RC being considered.
10. Standardize entry qualification for men and women
  - ° Initiated 1 Oct 79
11. Standardize entry qualifications for AC and RC
  - ° Continuing ODCSPER program
12. Develop a "need/interest profile" test 1/
  - ° Test individual with emphasis on vocational interests vice qualifications.
  - ° Test #13 of Armed Services Vocational Aptitude Battery (ASVAB) partially assesses vocational interest; potential for refinement exists.
13. Establish a General Officer Speaker Program
  - ° Included in HQDA FY80 Public Affairs Plan

14. Expand the Recruiter Aide Program
  - Program expanded for FY80
15. Expand the number of on-production recruiters
  - USAREC asked for this but Congress disapproved request
16. Determine capability of Selective Service System
  - Being determined by White House
  - Report due 15 Jan 80 to Congress
17. Evaluate propensity to enlist
  - Included in quarterly market analysis
  - Needs to be realigned by geographic areas more coincident with DRCs
18. Measure effectiveness of recruiting advertising 1/
  - Beyond capability of study group to evaluate
  - 27 additional personnel for market analysis assigned to USAREC for FY80.
19. Determine if a "try-out" period before formal BT is practical
  - Discarded as non-productive on balance
  - Proposed TDP after 13th week provides "try-out" period
20. Use active duty personnel in Public Affairs
  - Provided for in HQDA FY80 Public Affairs Plan and in plan for total Army support of the recruiting effort.
21. Judge feasibility of AIT training with industry
  - Current program of training with industry is for commissioned officers (O3 and O4) who will be used in the procurement, R&D, production engineering and logistics fields.
  - Current program provides necessary interface with civilian industry.
  - Similar training for enlisted personnel is not required and would not be economically feasible.



22. Analyze factors which are disincentives for enlistment
  - Ongoing effort within ODCSPER
  - DHRD analyzing data from quality of life survey
  - DMPM and ARI analyzing data from June 79 Army-wide personal opinion survey.
23. Review effect of aptitude inequality across Army elements/MOS's
  - Aptitude imbalance does not cause attrition
  - Ongoing program is developing new aptitude tests for implementation in fall 1980.
  - New tests will result in a better distribution of aptitudes across MOS's.
24. Improve NCO leadership capabilities through NCO professional training
  - Ongoing TRADOC actions are expanding NCO training, training management and use of the NCO as a trainer within his unit.
25. Review training innovations (e.g., self-paced) to determine impact on soldier proficiency
  - Ongoing TRADOC program is determining impact of self-paced training.
  - Self-paced training saves student many years
  - Self-paced training is good as a concept, but difficult to manage.
26. Determine impact of separation policies on proper balance of quantity and quality
  - A review of current policies indicates that a proper balance is maintained.
  - Delay of TDP until end of 12 weeks training will provide trained personnel to RC.
  - Shorter EDP window will more closely coincide with two year term of enlistment.

27. Impact of shorter overseas tour length on force manning
  - Reviewed by the tour length task force (Granger Study), March 1979
  - Implemented 1 October 1979
28. Feasibility of pay according to performance system, e.g., Canadian Army System
  - Both systems similar
  - Canadian system not good alternative
  - Limited implementation possible when we have SQT across-the-board (Do not have a workable performance measurement system now).
29. Impact of disciplinary system/policies on soldier development
  - DAPE-HRR is currently sponsoring a contract study by Human Science Resources Inc., on The Military Justice and Disciplinary System which addresses this subject; results due in December 1979/January 1980 time frame.
30. Determine whether "up-or-out" policy supports force objective
  - Current policies allow considerable leeway in retaining those enlisted personnel who desire to continue service and who are qualified.
31. Identify disincentives which cause soldiers to leave service
  - Ongoing ODCSPER analysis
  - DMPM conducted Army wide survey in June 79; data being analyzed
  - DHRD currently involved in vast Army wide survey to obtain data; initial results probably will not be available until January 1980.
32. Impact of quality of life on retention
  - Ongoing program
  - DHRD quality of life findings are due in January 1980.

**33. Reduction of Captain shortfalls**

- Promotion point policy change effective Sep 79 will increase Captain pool.
- Continuing review of up or out policy

**34. Improvement of mobilization show rates**

- Included in IRR local detachment concept (tasked to DAAG)
- CSM 79-15-34, task 23, dated 23 Sep 79 establishes a joint OSD study to address problem in detail for both TPU and IRR.

**35. Impact of rotation base imbalances on retention**

- Ongoing
- Incentive program approved by CSA
- Awaiting sister service approval and legislation support
- SIMOS would benefit from critical skill incentives
- Tied to position incentive program

**36. Impact of military overstrength**

- Ongoing
- Problem does not detract from the total force strength
- DCSPER/DCSOPS-OD is establishing a system to track and account for directed military overstrength.

**37. Effects of personnel distribution priorities**

- Ongoing
- DAPE-MPE-DR refining current special management directives

**38. Develop incentive for personnel leaving AC, who have met MSO, to join TPU or IRR**

- Pilot program included in FY 81-85 POM—start date 1 April 1980
- Proposed program would pay \$600 bonus, to SM leaving AC after completion of MSO, for 3 year reenlistment in RC.

39. Two-year enlistment option for prior service (PS) personnel

- There is currently a shortage of MCI-IIIA in the combat arms
- PS personnel currently cannot enlist for two years; a two year option may encourage PS personnel to re-enlist.
- Option dropped because a sufficient number of qualified PS personnel enlist now.

40. Review of Military Service Obligation (MSO)

- Assess adequacy of current 6 year MSO
- Longer MSO would increase strength of RC
- Increasing MSO deters enlistments
- MSO must be the same for all services
- Prior service personnel can still be mobilized after completion of 6 year MSO

41. Restrict TOE modifications

- Start with Div 86 TOE
- Only DA/TRADOC approved, and resourced, subsequent modifications
- Change applies to all units
- TDA augmentation for truly unique requirements
- (This is a continuing ODCSOPS Effort)

42. Obligate through 19th year 1/

- All careerists who have completed MSO
- For those not electing TPU, or IRR, put into new 'component' called IR (individual reserve)

43. Expanded use of the WO program

- Recruit and train like lieutenants
- Expand pay grades to W-5/W-6
- Tie positions to grade
- (Dropped because of expense and grade limitation impact)

44. Short-term unit manning approach
- DA direct manner of unit consolidation
  - Use round out companies
  - Train with and use AC equipment
45. Production incentives in civilian workforce 2/
- Examine potential by functional area
46. Training of TDA personnel to provide for TOE cadres
- Use small nucleus of AC military for cadre of part-time unit (own equipment); periodically assemble and train using AC TDA personnel.
  - Option: TDA AC personnel assemble and train using available equipment.
  - Backfill from IRR, retirees, etc at mobilization
47. Contract manpower survey teams
- Reinforces manpower discipline in field
  - Overcomes net manpower space losses in survey function
  - Provides for upgrade of manpower management check and balance system.
48. Use contract support in pilot program under functional Army manpower evaluation (FAME)
- Maintain project design/direction in HQDA
  - Contract for systems development, analysis and functional system design.
  - Continues in-house project direction
  - System fielded earlier
  - Concurrent pilot/expansion plan development permits extension to other functional areas earlier.

49. Improved MOS selection process for enlistee

- First priority should be given to person's needs and aptitudes.
- Ongoing action by USAREC will help guidance counselor match person and job.

50. Assign USAREC responsibility for training and assignment advice for reenlistment NCOs

- Duplicates/overlaps MILPERCEN personnel management and TRADOC training management of RE-UP NCOs.

51. Expand and or accelerate contracting out (BASOPS)

- Contracting out is not an option. It is a requirement if economic justification is provided.
- Acceleration is not in best interests of the Army given the need for greater experience in this field.
- Ongoing test effort for RPMA consolidation under OCE should be completed before additional expansion of BASOPS contracting is made.

52. Promote a program of mutual support between Civilian Marksmanship Program (CMP) and USAREC recruiters

- Efforts to define and develop such a relationship to enhance recruiting/stimulate leads are ongoing

53. Declination of overseas orders by E5, E6, and E7s

- Ongoing MILPERCEN efforts to determine cause and to make policy changes to reduce the numbers.

54. Effect of overseas dependent support reduction

- Ongoing ODCSPER action; subject is a function control issue in terms of career retention and satisfaction with Army overseas service.

55. Phone power support to reserve reenlistment

- A test conducted by SW Bell Telephone Company and 5th US Army to determine the effects of direct telephone contacts to influence reservist reenlistments.

- Resulted in increased first-term reenlistments; demonstrated the potential value of telephonic direct contact technique in support of retention.

- FORSCOM ongoing action

56. Federal Income Tax as an incentive

- Seek legislation that includes tax benefits/relief as an incentive for military service.

1/ Concept or aspects of concept passed separately to staff/agency concerned for further development/implementation.

2/ To be considered by follow-on Civilian Personnel Management Study.